

JUNE 2013

OKHAHLAMBA INTEGRATED DEVELOPMENT PLAN REVIEW 2013/14

OKHAHLAMBA LOCAL MUNICIPALITY



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EXECUTIVE SUMMARY

INTRODUCTION

Integrated Development Planning in South Africa is an integral planning process that steers development at local levels of government and guides service delivery. The Integrated Development Plan is a planning tool used to implement a co-operative and integrated development project in South Africa's spatial economy. This IDP process is dominated by community structures and allows for continuous and progressive development. Its development is guided by National and Provincial development and planning policies and other pieces of legislation. Therefore, the IDP is a legal obligation, which all government institutions must respect.

As a local government institution, the Okhahlamba Local Municipality (OLM) has adhered to municipal development policies such as the Municipal Systems Act, which state that all municipalities are obliged to undertake an IDP process to produce IDP's. In doing so, the Okhahlamba Local Municipality has considered the IDP Framework Guide during the process.

This process is based on a legislative mandate that gives guidance. This legislative mandate consists of various guiding documents namely:-

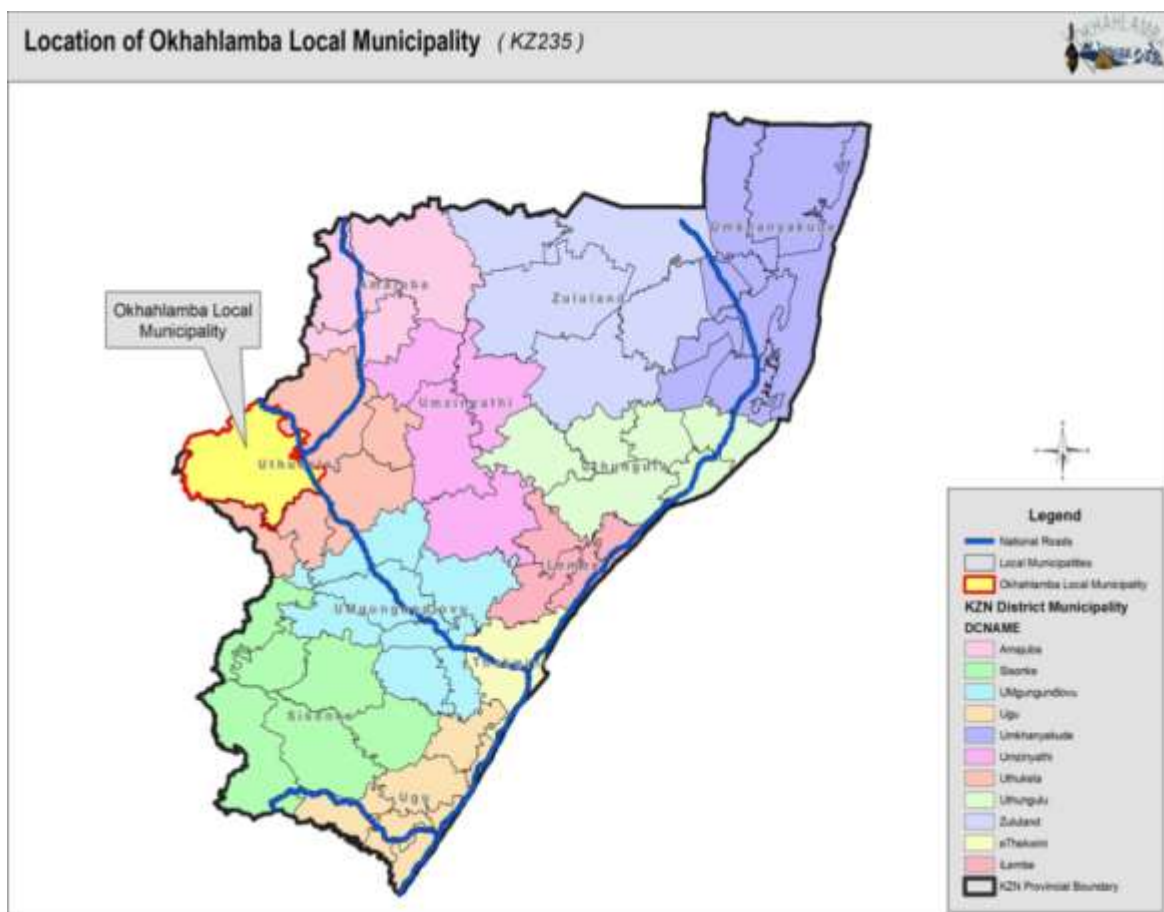
- The Municipal Systems Act (MSA);
- The Provincial Development Act (PDA);
- National Spatial Development Plan (NSDP);
- Development Facilitation Act (DFA);
- Provincial Growth and Development Strategy (PGDS);
- Performance Management Regulations.

THE OKHAHLAMBA LOCAL MUNICIPALITY

Okhahlamba Local Municipality is located within the uThukela District Municipality, which is one of the ten district municipalities in the Province of KwaZulu-Natal. It was established during the 2000 transformation of local government and is located along the eastern boundary of the province, bordering the Free State and Lesotho.

Okhahlamba municipality is one of the five Local Municipalities that fall under the uThukela District. The five local municipalities include:

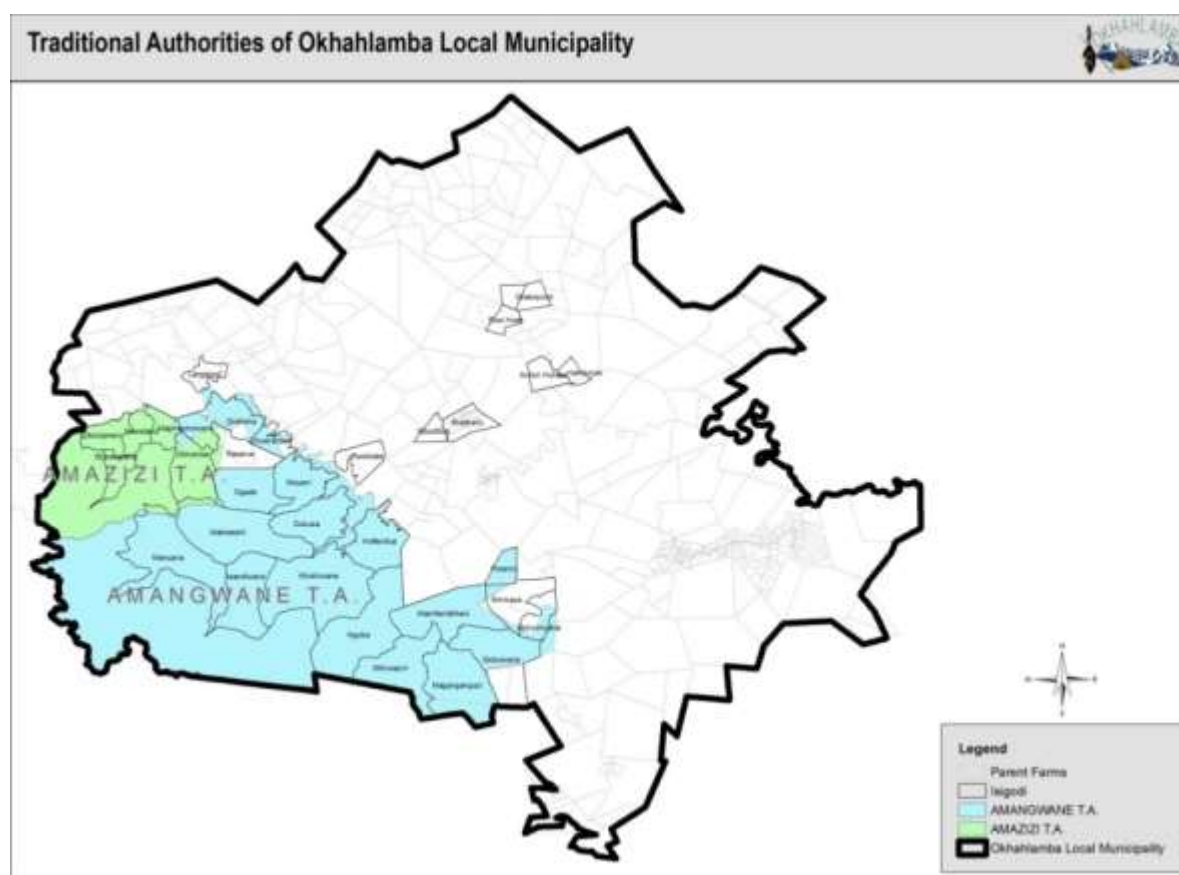
- Okhahlamba Local Municipality;
- Indaka Local Municipality;
- Emnambithi Local Municipality;
- Umtshezi Local Municipality;
- Imbabazane Local Municipality.



Source: uThukela District

Okhahlamba Local Municipality is located on the Western edge of uThukela District. Emnambithi borders it to the northeast, Umtshezi to the east, Imbabazane Local Municipality to the southeast and Lesotho to the west. The municipality covers an area of approximately 3 543.63 km² and houses 14 wards. It is the largest local municipality in the district.

There are three Traditional Authority areas within the Okhahlamba Local Municipality, namely the Amazizi, Amangwane and Amaswazi Traditional Authorities (indicated in the map below). The Amazizi Traditional Authority is located to the west of the municipality at the foothills of the Drakensberg Mountains. The Amangwane is a larger Traditional Authority area is located from the western boundary towards the eastern boundary along the foothills of the Drakensberg. It incorporates the Mnweni Valley, which is the only area of the Drakensberg that is not under regulation by Ezemvelo KZN Wildlife.



Okhahlamba Local Municipality is characterised by its major spatial feature, the Drakensburg Mountains. These mountains are also known as the 'Barrier of Spears' (uKhahlamba) from which the name Okhahlamba is derived. They serve as a barrier separating KZN from Lesotho province. These mountains have been recognised on an international level as a heritage site with its wealth of biodiversity and its sheer natural beauty. These attributes have therefore contributed to the nature and character of the whole municipality.

DEMOGRAPHIC PROFILE

In respect to demographic indicators, Okhahlamba experienced a negative growth between the 2001 and 2011 period, with the population decreasing from 137 924 in 2001 to 132 068 in 2011. This accounted for a -0.43 negative annual growth rate and could be attributed by amongst others outward migration of people moving to other neighbouring municipalities in search of better living standards and greener pastures. Key population statistics are depicted in the table below.

	2001			2011		
Population Size	137 924			132 068		
Population Growth	2.89			-0.43		
Number of households	26 756			27 576		
Males per 100 Females	86.6			87.5		
Dependency ratio per 100 (15-64)	84.7			79.0		
Age profile	>15	15-64	64<	>15	15-64	64<
	41.1	54.1	4.8	39.2	55.9	4.9

The age structure of the Okhahlamba Local Municipality indicates that the majority of the population is made up of individuals ranging from ages 0-35 (youth) and little ranging between 64 and 100. In 2001, 41.1% of the population were individuals under the age of 15 and in 2011, there was a decrease in this age group to 39.2%. The 15-64 age group experienced an increase between 2001 and 2011, growing from 54.1% to 55.9%. The older age group (64<) also increased from 4.8% to 4.9%.

THE LOCAL ECONOMY

An overview of the local economy of Okhahlamba includes the following:

- The majority (43%) of the population within OLM does not receive any form of income, whilst 28% earn between R1-R400 pm and 11% earn between R801-R1600 per month. This is an indication of high levels of poverty and low levels of income.
- Okhahlamba has experienced a decrease in the unemployment rate since 2001 from 58.9% to 43.4% in 2011. Although this is positive, the high youth unemployment rate of 52.3% is a concern.
- The largest employer is wholesale retail trade catering and accommodation (20%), while community services is the second largest employer at 18%. This is followed by manufacturing (15%) and general government (12%).
- The main economic sectors in Okhahlamba are agriculture, manufacturing, trade and commerce and tourism.
- Okhahlamba is the second largest contributor to GVA in the district after Emnamithi at 23% in 2011.
- The municipality's GVA has grown by the highest percentage between 2001 and 2011. GVA in Okhahlamba was 16% in 2001.
- Manufacturing is the dominant sector in the economy in terms of GVA, followed by finance, insurance, real estate and business services.

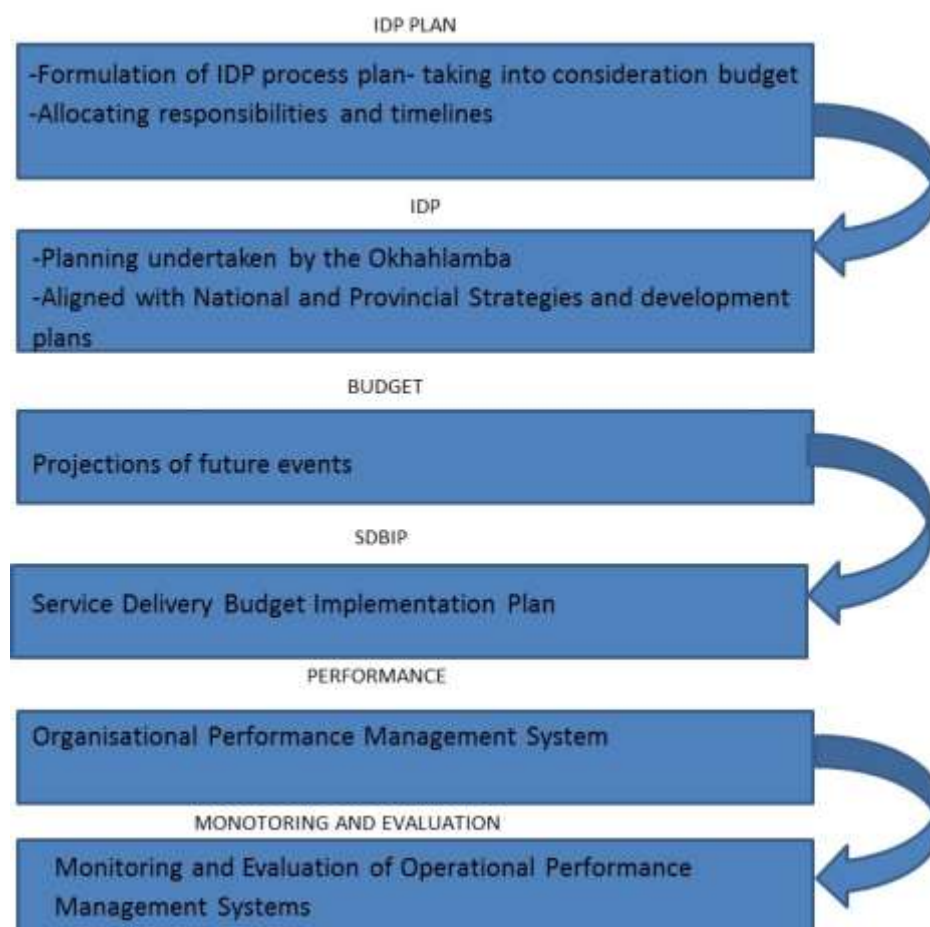
- In terms of GVA growth, the highest annual growth between 2001 and 2011 has been in manufacturing (23% per annum), followed by finance, insurance, real estate and business services at 16% per annum.
- The main source of employment in Okhahlamba is wholesale and retail trade, catering and accommodation (tertiary sector), followed by community, social and personal services; and then manufacturing.

DEVELOPMENT OF THE IDP

IDP PROCESS PLAN

The figure below shows the IDP process. It outlines briefly the municipality's schedule and the various steps leading to the drafting of the Integrated Development Plan. It also outlines processes that the municipality will embark on in completion of its IDP cycle.

The Municipal Systems Act as promulgated in 2000 describes the various core processes that are essential to realizing the system of developmental local government. These aspects include participative governance, IDP, performance management and reporting, resource allocation and organizational change. These processes are linked into a single cycle at the local level that will align various sectoral initiatives from national and provincial government departments.



Meeting dates for the IDP process are indicated below.

ACTIVITY NO.	ACTION/TASK FOR IDP PROCESS	PROPOSED MEETING DATES	MEETINGS HELD AND FUTURE DATES
1	1 ST IDP steering Committee (Draft Process Plan) 1 ST IDP STEERING COMMITTEE (DRAFT PROCESS PLAN)	20 September 2012	
2	ADOPT IDP PROCESS PLAN-2013/2014	June 2012	
3	2 ND IDP STEERING COMMITTEE Review municipal strategy Review MTAS (key priorities for the municipality) Identify outstanding sector plans Integrate finalized sector plans Municipal PMS Align with National KPA'S Design projects Review KPI targets, timeframes, etc. where impacted upon by prioritization Review municipal vision/mission Review Spatial Development Framework / Land Use Management System	06 December 2012	6 – 7 March 2013
4	IDP ROADSHOWS 1 ST ROUND	10-21 November 2012	Not Done
5	1 ST IDP REPRESENTATIVE FORUM	21 November 2012	District To Set Date
6	3 RD STEERING COMMITTEE MEETING	28 March 2013	Date To Be Set
7	SUBMITT DRAFT IDP -2013/2014	March 2013	28 March 2013
8	ATTEND DRAFT IDP ASSESSMENTS	March/April 2013	11 April 2013
9	ATTEND IDP FEEDBACK SESSION- PROVINCIALY	March/April 2013	March/April 2013
10	IDP ROADSHOWS 2 ND ROUND	13-24 April 2013	Date To Be Set
11	AMEND DRAFT IDP IN ACCORDANCE WITH PROVINCIAL IDP FORUMS'S COMMENTS	April/May 2013	April/May 2013
12	ADVERTISE FOR PUBLIC COMMENTS AND INCORPORATE COMMENTS WHERE POSSIBLE	April 2013	April 2013
13	4 TH STEERING COMMITTEE MEETING Consider public comments Alignment of the IDP and BUDGET	23 May 2013	23JMay 2013
14	2 ND IDP REPRESENTATIVE FORUM	24 April 2013	24 April 2013
15	ADOPT FINAL IDP / BUDGET 2013/2014	May/June 2013	May/June 2013
16	SUBMITT FINAL IDP TO MEC	June/July 2013	June/July 2013

KEY CHALLENGES

KPA	KEY CHALLENGES
Municipal Transformation & Organizational Development	<ul style="list-style-type: none"> ❖ Non Recruitment of Section 56 employees ❖ Inadequate Staff Retention Policy ❖ Non Implementation of PMS ❖ Non Implementation of the PMS Policy ❖ Performance Reviews not done ❖ HIV/ AIDS epidemic ❖ None existence of the EAP Policy ❖ Resistance to Change and Transformation ❖ Health and Safety Welfare ❖ Improper career pathing ❖ Induction plan not in place ❖ Implementation of the Anti-fraud and Corruption Policy ❖ Non implementation of a Risk Management Policy
Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> ❖ Provision of electricity. ❖ State of the municipal roads: Infrastructure ❖ Provision of Community Facilities ❖ Water and Sanitation ❖ Housing Developments ❖ Building of Illegal Structures ❖ Waste Management Infrastructure
Good Governance and Public Participation	<ul style="list-style-type: none"> ❖ No communication strategy ❖ Lack of municipal branding ❖ Loss of information ❖ Councillor's oversight role in portfolio committees ❖ Lack of computer skills (municipal employees) ❖ Expectation gap between the local community and the municipality ❖ Participation of Traditional Leadership in the municipal Council ❖ No implementation of by-laws ❖ Control Environment (to achieve clean audit)
Local Economic & Social Development	<ul style="list-style-type: none"> ❖ Poor monitoring of Co-operatives and SMMEs projects ❖ Investment opportunities especially in holiday letting, agricultural activities, tourism, light industry, communications, IT etc ❖ Levels of illiteracy is very high ❖ There is a high rate of HIV/AIDS infections ❖ Here is high rate of unemployment in the area of Okhahlamba
Municipal Financial Viability & Management	<ul style="list-style-type: none"> ❖ Grant dependency/ revenue enhancement ❖ Timeous and accurate reporting ❖ Financial system ❖ Outstanding debt ❖ Supply Chain Management ❖ Asset management ❖ Achieving clean audit by 2013/2014 and going forward ❖ Attain 100% Capex

KPA	KEY CHALLENGES
Spatial, Environmental and Rural Development	<ul style="list-style-type: none"> ❖ Illegal Dump Site ❖ Illegal Development. ❖ Shortage of Land for cemetery development ❖ Unresolved Land Reform projects ❖ Lack of municipal owned land for development ❖ Implementation of the KZN Planning and Development Act (Act 6 of 2008) ❖ Lack of municipal records for previous development approval

LONG TERM VISION

Following is the long-term vision for Okhahlamba Local Municipality:



The Long term Vision of the Okhahlamba Local Municipality hinges around the creation of an enabling environment for the different sectors such as agriculture, tourism, education, health, commerce and trade, etc. It also ensures for commercially viable and sustainable livelihoods where local and socio economic development is optimised for optimal benefit. Okhahlamba Municipality is entirely committed to the attainment of this vision. This vision will enhance the municipality's performance and work ethics.

The municipality intends to actualize this vision by focussing on the following strategic objectives:

- Good governance and public participation
 - To enhance and implement systems and procedures towards accountable local governance.
- Service delivery and Infrastructure
 - To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.
- Municipal Transformation and Organisational development
 - To transform and develop institutional capacity to create an efficient organisation.

- Local economic and social development
 - To respond to social development issues and create a climate conducive for local economic development.
- Financial viability and management
 - To effectively manage municipal financial resources in a sustainable and accountable manner.
- Spatial and environmental management
 - To create functional systems and procedures to attain effective land use and sustainable environmental management.

HOW OKHAHLAMBA WILL UNLOCK AND ADDRESS THE KEY CHALLENGES

The table following illustrates how the municipality is going to unlock and address the key challenges it is facing:

KPA	KEY CHALLENGES	INTERVENTIONS
Municipal Transformation & Organizational Development	Non Recruitment of Section 56 employees	•Finalization/ Appointment of all outstanding Section 56 positions
	Inadequate Staff Retention Policy	•Development of a detailed Staff Retention Policy
	Non Implementation of PMS	•Appointment of Performance Evaluation Committee (Section 57 employees)
	Non Implementation of the PMS Policy	•Implementation of the PMS Policy
	Performance Reviews not done	•Fast tracking : appointment of the performance evaluation committee
	HIV/ AIDS epidemic	•Promotion of the •Awareness Campaigns
	None existence of the EAP Policy	•To develop the EAP Policy
	Resistance to Change and Transformation	•Provide training to staff and Councillors •Conduct Workshops on Batho Pele principles
	Health and Safety Welfare	•Workshop to both Councillors and Staff
	Improper career pathing	•Career Guidance Sessions
	Induction plan not in place	•Proper induction programme
	Implementation of the Anti-fraud and Corruption Policy	•Awareness of the Anti-Fraud and Corruption Policy
	Non implementation of a Risk Management Policy	•Monitoring and Implementation of a Risk Management Policy
Service Delivery and Infrastructure Development	Electricity	•ESDP needs to be drafted •Alternative energy sources: Solar, Wind, Hydro Energy etc. •Rural •Urban •Farmlands
	Roads: Infrastructure	•Road Infrastructure Investment Plan •Continuous engagement with D.O.T – using IGR Forums, Premiers Forum, Mayors Forum etc. •Ensure a good quality infrastructure or service

KPA	KEY CHALLENGES	INTERVENTIONS
		<ul style="list-style-type: none"> •Municipal representative into RRTF and CRC forums so as to influence decisions •To ensure a maintenance plan is developed for new roads
	Community Facilities	<ul style="list-style-type: none"> •Assessment of Community Facilities: accessibility, condition, security, shortages, as well as repair cost determination etc. •Allocation and prioritization of these facilities •Operation and maintenance plan: security, care taking, ownership
	Water and Sanitation	<ul style="list-style-type: none"> •Assessment of existing water schemes to determine how many exist, and how many are functional •Purchasing of water tankers and JoJo tanks •Review WSDP •Upgrading of sewer for Winterton and Bergville •Provision of sanitation/Pit latrines in rural areas •Research new design technologies for waste disposal
	Housing Developments	<ul style="list-style-type: none"> •Land acquisition through land reform programmes •Land audit •Housing Sector Plan (proper) •Improve Communication and Engagements with Black land owners Association
	Building of Illegal Structures	<ul style="list-style-type: none"> •Assessment of illegal building structures and buildings •Notice to media to request submission of building plans from land owners •Law enforcement •Legal team to address legal implications •Community Awareness information
	Waste Management Infrastructure	<ul style="list-style-type: none"> •Develop IWMP •Waste Management Bylaws •Maintenance plan/work plan •Review permit/access •Law Enforcement •Continuous engagement with defaulters •Develop a landfill site
Good Governance and Public Participation	No communication strategy	<ul style="list-style-type: none"> •Development of a communication strategy •Monitoring of the Complaints Register
	Lack of municipal branding	<ul style="list-style-type: none"> •Upgrading of municipal branding (reception banners containing municipal vision, mission and co-values).
	Loss of information	<ul style="list-style-type: none"> •Development of an IT security policy
	Councillor's oversight role in portfolio committees	<ul style="list-style-type: none"> •Frequency seating of portfolio committees (there be standing items on different portfolio committee Agendas). •Councillor oversight role trainings be conducted.
	Lack of computer skills (municipal employees)	<ul style="list-style-type: none"> •Advance training in computer skills (both staff and Councillors)
	Expectation gap between the local community and the municipality	<ul style="list-style-type: none"> •Regular interaction and campaigns
	Participation of Traditional Leadership in the municipal Council	<ul style="list-style-type: none"> •Implementation of Section 81 of the Municipal Structures Act
	No implementation of by-laws	<ul style="list-style-type: none"> •Refresher awareness of by-laws

KPA	KEY CHALLENGES	INTERVENTIONS
Local Economic & Social Development	Poor monitoring of Co-operatives and SMMEs projects	<ul style="list-style-type: none"> • Review and revive old Co-ops and SMMEs • Develop M&E plan for all • Ward Cllrs to identify collapsed projects (Co-ops and SMMEs) • Conduct survey and facilitate meeting with appointed service providers to utilize local skilled labour. • Training of co-operatives.
	Lack of utilizing our natural resources	<ul style="list-style-type: none"> • Develop an agricultural Development Plan to exploit natural resources. • Promote access to market e.g. Develop fresh produce market
	Lack of Marketing for Arts and Crafts	<ul style="list-style-type: none"> • Proper marketing of Craft Centres and encourage the public to use these centres. • Engage with tourism establishment to purchase from local artists for their curio shops.
	Lack of utilisation of skilled labour	<ul style="list-style-type: none"> • War rooms to assist in developing a database of skilled labour.
	Land of support for Land Reform Beneficiaries	<ul style="list-style-type: none"> • Identify the beneficiaries Status Quo of project and develop an intervention strategy.
	Poor marketing of the tourism facilities of the area	<ul style="list-style-type: none"> • Develop marketing strategy
	Disorganised informal traders	<ul style="list-style-type: none"> • Designate areas for informal traders. • Enforce informal traders policy/ by-laws. • Employ law enforcement officials • Update database of informal traders
	Lack of community facilities management	<ul style="list-style-type: none"> • Employ caretakers and cleaners • Renovation of community halls • Purchase furniture for the community halls. • Secure tenure of municipal facilities. • Review and enforcement of Community Facilities bylaws.
	Status of the current mobile library is not user-friendly	<ul style="list-style-type: none"> • Upgrade existing mobile library.
	Improper infrastructure at Thusong centre	<ul style="list-style-type: none"> • Renovation of the Tabhane Thusong centre. • Develop proposals for the use of the thusong centres.
	Response to Natural Disasters	<ul style="list-style-type: none"> • Review Disaster Management Plan. • Construction of the Disaster Management Centre. • Identify mitigating measures, e.g. lightning conductors. • Establishment of a local disaster co-ordination forum. • Employment of staff and develop organogram for the disaster management unit. • Purchasing of 3 vehicles to assist with disasters.
	Lack of facilities for driver public testing	<ul style="list-style-type: none"> • Construction of a Drivers Testing.
	Poor traffic law enforcement	<ul style="list-style-type: none"> • Employ law enforcement officers. • Number plate recognition technology. • Permanent traffic monitoring in Winterton. • Traffic Management Plan for Bergville e.g. meter parking system.
	Implementation of the AARTO	<ul style="list-style-type: none"> • Identify the challenges and potential interventions.
	High number of traffic accidents	<ul style="list-style-type: none"> • Awareness campaigns. • Development of special operational plans.
	Alcohol abuse and illegal operation of liquor	<ul style="list-style-type: none"> • Check validity and availability of liquor licenses. • Ensure compliance with liquor licence regulations. • Closure of business that do not comply with legislation.
	Unsafe public transportation	<ul style="list-style-type: none"> • Implement Rank Permit Strategy.

KPA	KEY CHALLENGES	INTERVENTIONS
		<ul style="list-style-type: none"> • Engage SAPS and security companies on law enforcement.
	Lack of community outreach	<ul style="list-style-type: none"> • Purchasing of 14 seater kombis to assist sector departments. • Driving the Operation Sukuma Sakhe Activities.
Municipal Financial Viability & Management	Grant dependency/ revenue enhancement	Impose tourism levies
		Driver's testing centre
		To review by laws and impose fines on the reviewed by laws
		To enforce business licences and their renewals thereof
		To optimise investment support
		Impose rental fees on municipal facilities, plant and equipment.
		Review tariffs policy
		Introduce parking metres and enforce rank permits
		Review lease agreements
	Timeous and accurate reporting	To review the existing financial systems
		To train and capacitate employees on reporting
		To produce monthly financial statements
	Financial system	Replace the existing financial system
		Train staff adequately
		To monitor and evaluate the financial systems regularly
	Outstanding debt	Data cleansing
		To appointment a qualified credit controller
		To have a dedicated employee to focus on customer care
		Legal intervention
	Supply Chain Management	To have a proper SCM structure/unit
		Development and monitoring of the procurement plan
		Proper staff management
		To maintain and update contract register
		To have an adequate supplier data base
	Asset management	To reduce reliance on service providers by ensuring that skills transfer is part the key deliverables for the service providers.
		To have regular awareness campaigns in all departments in order to make sure that all employees understand that they are responsible for assets assigned to them.
		To have a proper asset management unit
		Proper training

KPA	KEY CHALLENGES	INTERVENTIONS
	Achieving clean audit by 2013/2014 and going forward	To conduct awareness in order to improve corporation from all departments
		To make sure that the municipality achieve all the above-mentioned intervention as they will have a huge impact on in the audit findings.
	Attain 100% Capex	Improve the procurement process
		Improve project management
Spatial, Environmental and Rural Development	Illegal Dump Site	To identify strategically located land for the development of a Landfill Site.
	Illegal Development.	Enforcement. Increase tariffs for offenders. Land audit to identify all illegal development within the municipality.
	Shortage of Land for cemetery development	To identify strategically located land for the development cemeteries. To ensure provision of cemeteries for both urban and rural areas.
	Unresolved Land Reform projects	To engage with the Department of Rural Development and Land Reform in an attempt to fast-track the process. Encouraging sustainable planning by identifying and aligning Land Reform Projects with the Municipalities future plans.
	Lack of municipal owned land for development	Continuous acquisition of land for development and conducting relevant studies to identify suitable land for projects.
	Implementation of the KZN Planning and Development Act (Act 6 of 2008)	To ensure that timeframe are met when processing applications. To ensure compliance with the relevant legislation
	Lack of municipal records for previous development approval	To obtain records for previous development by the Town Planning Commission.

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The municipal agenda for spatial vision is outlined in the Spatial Development Framework (SDF). The SDF is a spatial expression of the municipal development vision and advocates for the creation of a spatial structure that enables integrated and sustainable development. The approach adopted in the development of the Spatial Development Framework is similar to that of the Rural System concept. There was an identification of a hierarchy of development nodes:

- Bergville has been identified as the Primary Node;
- Winterton has been identified as a Secondary Node;
- Tertiary Nodes have been identified in Zwelisha, Dukuza Complex, Emmaus and;
- Geluksburg;
- Cathkin Park and Babangibone have been identified as Tourism Node

The N3 is the Primary distributor within the uThukela District Municipality. The N3 runs along the eastern boundary of Okhahlamba and is important for providing access the area. It also has implications in terms of economic and social interaction.

There are three regional distributors within Okhahlamba Municipality, namely the R74, R600 and R616. The R74 and R616 serve as the Primary Corridors for the municipality providing access to Bergville and Winterton and linking on to the N3. The R600 is identified as a Secondary Corridor for the municipality providing access to Cathkin Park and linking on to the N3.

Within Okhahlamba, District distributor roads would include:

- R74, which links Bergville and Winterton.
- R600, which links Winterton and Cathkin Park.
- R616 leading to Bergville and joining the R74.

District collector roads would include the following:

- P30, P341 and D443, which provide linkages between Bergville and Geluksburg.
- P180, which links Winterton and Emmaus.

The spatial vision for the municipality is depicted on the overleaf.

HOW OKHAHLAMBA WILL MEASURE ITS PROGRESS

Progress will be measured through organisation key performance indicators linked to departmental indicators. In the SDBIP organisational key performance indicators are presented at an annual and quarterly level. Departmental indicators are broken down into monthly indicators, which are monitored and reported on a monthly basis at the meetings of the operational management committee.

1 GOVERNMENT POLICIES AND PLANNING AND DEVELOPMENT PRINCIPLES

1.1 PLANNING AND DEVELOPMENT PRINCIPLES

The following table provides a summary of planning and development principles that underpin the Okhahlamba IDP.

Table 1: Planning and Development Principles

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
Development / investment must only happen in locations that are sustainable. (NSDP, SLUMB)	SDF identifies development to focus on identified development nodes and corridors. The capital investment plan directs where public and private investment should occur.
Balance between urban and rural land development in support of each other (DFA)	SDF identifies various nodes- urban/rural with development potential.
The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA),	SDF identifies nodes and corridors where investment and development should focus.
The direction of new development towards logical infill areas (DFA).	As identified in SDF.
Compact urban form is desirable (DFA).	SDF must identify urban edge.
Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA, CRDP, NSSD).	The SDF identifies areas with potential for development.
Stimulate and reinforce cross boundary linkages.	SDF identifies cross border alignment with neighbouring municipalities.
Basic services (water, sanitation, access and energy) must be provided to all households (NSDP).	The SDF investigates issues of water resources in the municipality.
Development / investment should be focused on localities of economic growth and/or economic potential (NSDP).	LED Strategy: The Business Support Unite- To promote access of all local enterprise to internal and external business support resources.

PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP).	The SDF highlights areas of poverty and directs investment at key nodes in order to improve quality of life through service delivery. It also directs spending at improving human capital through access to health, education and social welfare.
Land development procedures must include provisions that accommodate access to secure tenure (CRDP).	LUMS and housing development.
Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised	The SDF identifies environmentally sensitive areas for preservation and conservation.
Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.	LED Strategy: integrative approach that includes all local role-players as well as all internal structure
If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (HOUSING POLICY-BREAKING NEW GROUND)	Okhahlamba housing plan-low income housing provision
During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (<i>National Strategy on Sustainable Development</i>).	
Environmentally responsible behaviour must be promoted through incentives and (KZN PGDS, <i>National Strategy on Sustainable Development</i>)	The SDF identifies environmentally sensitive areas for preservation and conservation.
The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS).	Okhahlamba Local Municipality LED Strategy
Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)	Identification of nodes and corridors to focus investment.

1.2 GOVERNMENT POLICIES AND IMPERATIVES

National policies and imperatives provides a framework within which development should take place. Okhahlamba municipality acknowledges these and strive toward the effective implementation thereof.

1.2.1 NATIONAL DEVELOPMENT PLAN

The National Development Plan (NDP) introduces the long-term vision for the future development of South Africa. As such, the National Planning Commission (NPC) has formulated a National Development Plan (NDP) - 'vision 2030' as a strategic plan to guide development at a national level over the short to medium term. The plan is based on a detailed diagnosis of issues facing the country and strategic engagement with all key sectors. It identifies unemployment, poverty and inequality as some of the key challenges facing South Africa, and outlines a number of strategic interventions to address these issues. Among these are the following:

- Economic development and job creation.
- Improving infrastructure.
- Transitioning to a low carbon economy.
- Building an inclusive and integrated rural economy.
- Reversing the spatial effects of apartheid.
- Improving education, innovation and training.
- Quality health care for all.
- Social protection
- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country
- Positioning South Africa to seize opportunities of globalisation.

The 5 national priorities include Job creation (Decent work and Economic growth); Education; Health; Rural development, food security and land reform; Fighting crime and corruption; Nation-Building and Good Governance (State of the Province of KZN Address February 2010). Okhahlamba strives to attain these priorities within a local context.

1.2.2 MILLENNIUM DEVELOPMENT GOALS

South Africa as a country is committed to the Millennium development agenda and the Millennium Declaration of 2000. There are eight MDG's and all are embraced in all spheres of government and are reflected in Key Priorities Areas.

- Eradication of extreme poverty and hunger.
- Promote primary education.
- Promote gender equality and empower women.
- Reduce child mortality.

- Improve maternal health.
- Combat HIV/AIDS, malaria and other diseases.
- Ensure environmental sustainability.
- Develop a global partnership for development.

The fact that UNESCO declared the uKhahlamba Drakensberg Park World Heritage Site in 2000, which makes them an interested and affected party to any development and conservation and tourism efforts in areas of close proximity to the Park. From an international conservation perspective, their policies and guidelines must be adhered to and they need to be informed about development taking place along the buffer area in Okhahlamba. In addition, it should be mentioned that Okhahlamba municipality forms part of the Buffer Technical Committee, which attempts to provide guidance to development in this area.

1.2.3 THE 12 NATIONAL OUTCOMES

Government introduced the outcome based approach and adopted twelve outcome areas. The objective is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process. Outcome nine specifically relates to local government and calls for 'Responsive, accountable, effective and efficient local government system'. Okhahlamba has to respond to the outputs set out in Outcome 9 and deal with issues facing the municipal area and providing efficient and effective services to its communities. The municipality is committed to implemented the respective outputs through focussing on improved service delivery, economic, environmental and social development.

The seven outputs of outcome 9, are indicated below:

- Output 1: Implement a differentiated approach to municipal financing, planning and support.
- Output 2: Improving access to basic services.
- Output 3: Implementation of the Community Work Programme.
- Output 4: Actions supportive of the human settlement outcome.
- Output 5: Deepen democracy through a refined Ward Committee Model.
- Output 6: Administrative and financial capability.
- Output 7: Single window of coordination.

1.2.4 STATE OF THE NATION ADDRESS

On the 14th February 2013, The President of South Africa, Jacob G. Zuma delivered The State of The Nations Address at the joint sitting of Parliament in Cape Town. The address reported on progress made with the implementation of the National Plan and importantly highlighted priorities that still need to be addressed. These priorities are those that form part of the 2013 National Plan (the 12 National priorities). The focus areas/ priorities included the following:

- Creating Decent Work;
- Infrastructure Development;

- Education;
- Fight against crime;
- Health; and
- Youth development.

1.2.5 STATE OF THE PROVINCE ADDRESS

The Honourable Premier of the Kwa-Zulu Natal Province, Dr ZL Mkhize delivered the State of the Kwa-Zulu Natal Province Address on the 21st February 2012. The Premier aligns this address with the strategic direction provided by the country's State of the Nation Address. The KZN address highlights challenges of unemployment, poverty and inequality and further highlights priority areas that need urgent attention such as job creation and economic growth.

The future development trajectory was encapsulated in the following Provincial vision:

“By 2030 the Province of KwaZulu-Natal will be a prosperous Province, with healthy, skilled and secure people, acting as a gateway to Africa and the world”.

More focus areas that the province highlights are as follows:

- Health, schools and road infrastructure;
- Human settlements-access to housing;
- Access to water and decent sanitation;
- Access to energy sources;
- Tourism;
- Building a culture of entrepreneurship;
- Centres of growth and development corridors-economic zones;
- Agriculture and food security;
- Nature conservation;
- Rural development;
- Education;
- Social development;
- Health matter particularly HIV/AIDS;
- Climate change

1.3 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The KwaZulu-Natal Province development vision is outlined in the recently introduced Provincial Growth and Development Strategy (PGDS 2011). The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2030. It provides the province with a strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial

development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2011).

Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The seven strategic goals are outline in the table below.

Table 2: 7 KZN Goals

PGDS Strategic Goals	Application
Human Resource Development	Engage the department of education in facilitating ABET. Through IDP roadshows, engagement of the local communities, ward communities, with the intension of fast tracking the implementation of the FET college, the process has started by COGTA.
Human and Community Development	The municipality has a capacitation of the SMMEs and COOPs. The municipality has engaged with human settlement and has prioritised housing projects, also working with the department of agriculture on the one home one garden projects where they work together with the ward committees and ward councillors.
Strategic Infrastructure	The municipality's SDBIP will ensure that the municipality improves on OPEX, CAPEX and stick only to what has been budgeted for. The municipality has started building multipurpose centres in all wards to bring essential services nearer to where people live
Responses to Climate Change	Through the municipalities SDF and the LED strategy, the municipality has secured funding under LED research wherein greening projects will be engaged into, and Okhahlamba is one of the areas which are reach in agriculture. KZN Wildlife is also involved. Even though disaster is a district function but the municipality has secured funding for the development of a small disaster centre
Governance and Policy	At a district level there is an IGR structure formed wherein the MM's meet to discuss matters relating to the municipalities. Fraud & corruption strategy in place. Transparency is being promoted through the public participation strategy/policy that is in place, and the community is engaged in processes undertaken by the municipality and the municipality plays the accountability role to the local community
Spatial Equity	The SDF identifies the primary, secondary and tertiary nodes and corridors in order to redress spatial inefficiencies. The municipality's SDF and LUMS are in place to guide the allocation and utilisation of human and environmental resources towards sustainable growth and development, and they are being reviewed annually

It is reported that the Province will respond to the above-mentioned challenges by exploring opportunities available through integrated Government investment, infrastructural development and targeted policy choices.

1.3.1 OPERATION CLEAN AUDIT 2014

Operation clean audit is a government initiative aiming at support to local municipalities to ensure clean audits, transparency and improved service delivery. The municipality identifies the need to have

a clean audit as one of their strategic objectives. It is envisaged that this will be achieved through the creation of awareness in order to improve corporation from all departments, as well as to ensure that the municipality achieve all the interventions in respect of Municipal Financial Viability & Management as they will have a huge impact on in the audit findings. An action plan has been prepared to work towards the achievement of a clean audit by 2014:

Table 3: Operation Clean Audit - action plan

No.	Action	Department	Implementation date
1.	Awareness campaigns <ul style="list-style-type: none"> • Presentation to Portfolio Committees • Presentation to all departments 	CFO and Internal Audit	01 February 2013
2.	Excelling in the basics as a foundation <ul style="list-style-type: none"> • Reconciliations • Reporting • Monitoring 	Department of Finance	31 January 2013
3.	Development of compliance checklist [Financial and non-financial (PMS)]	All Departments with assistance from onsite National Treasury Advisor and Internal Audit	15 February 2013
4.	Proper filing and retaining of audit evidence	All Departments	01 February 2012
5.	Implementation of recommendations from assurance providers: <ul style="list-style-type: none"> • Auditor General's Report (including dashboard) • Internal Audit Reports 	All Departments	01 February 2013

2 SITUATIONAL ANALYSIS

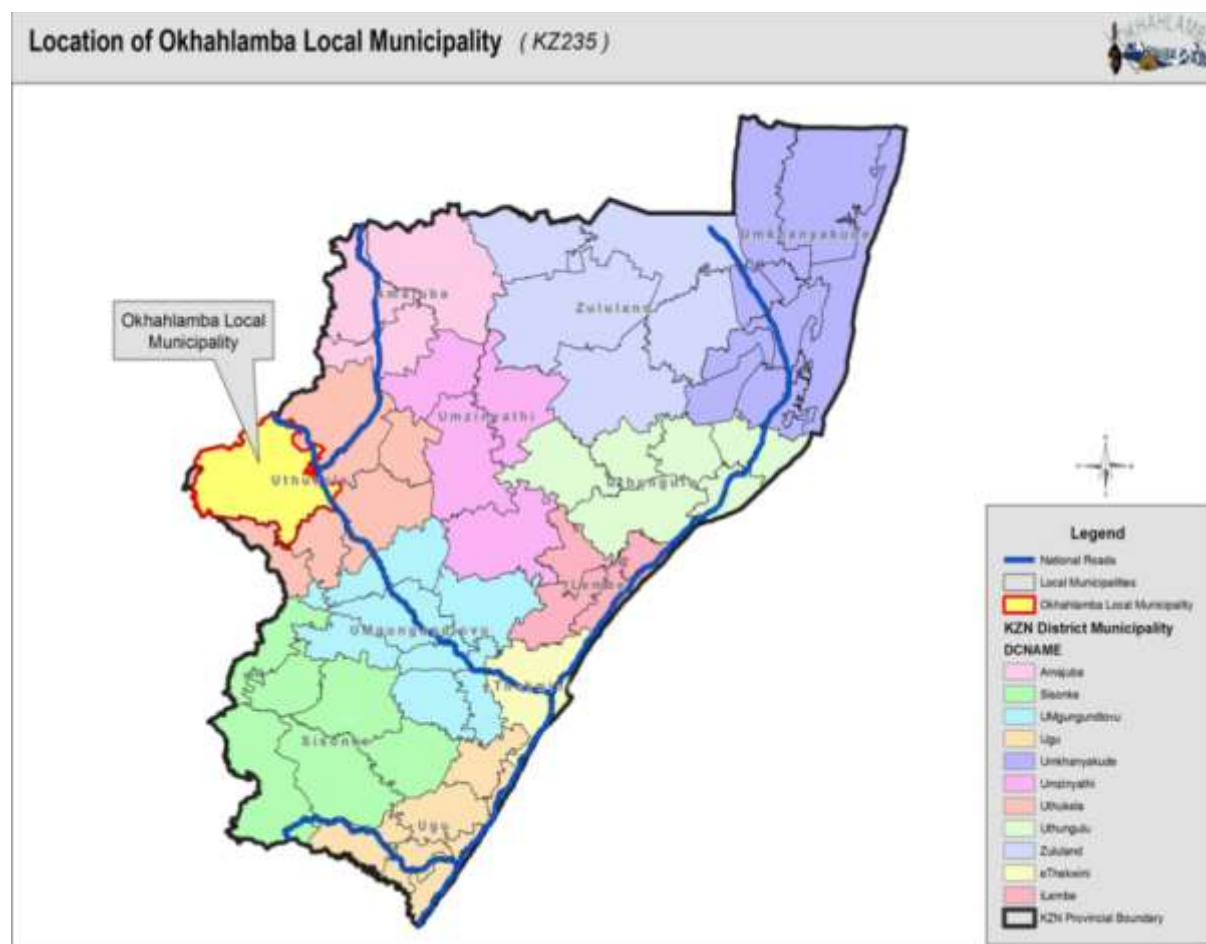
2.1 SPATIAL ANALYSIS

2.1.1 REGIONAL CONTEXT

The Okhahlamba Local Municipality forms part of five local municipalities that make up the uThukela District. The district comprises the following municipalities:

- Okhahlamba;
- Umtshezi;
- Indaka;
- Imbabazane;
- Emnambithi.

Map 1: Locality of Okhahlamba within KZN



Okhahlamba covers an area of 3 541 km² and is situated in the mountainous region of KwaZulu-Natal. It covers the largest geographic area in the Uthukela province and is bounded by Maluti a Puphong (Free State province) to the northwest, Emnambithi to the northeast, Umtshezi to the southeast and

Imbabazane to the south. The municipal area is made up of privately owned commercial farmland, smallholder settlements, the urban areas of Bergville, Winterton, Cathkin Park, Geluksberg, and three tribal authority areas.

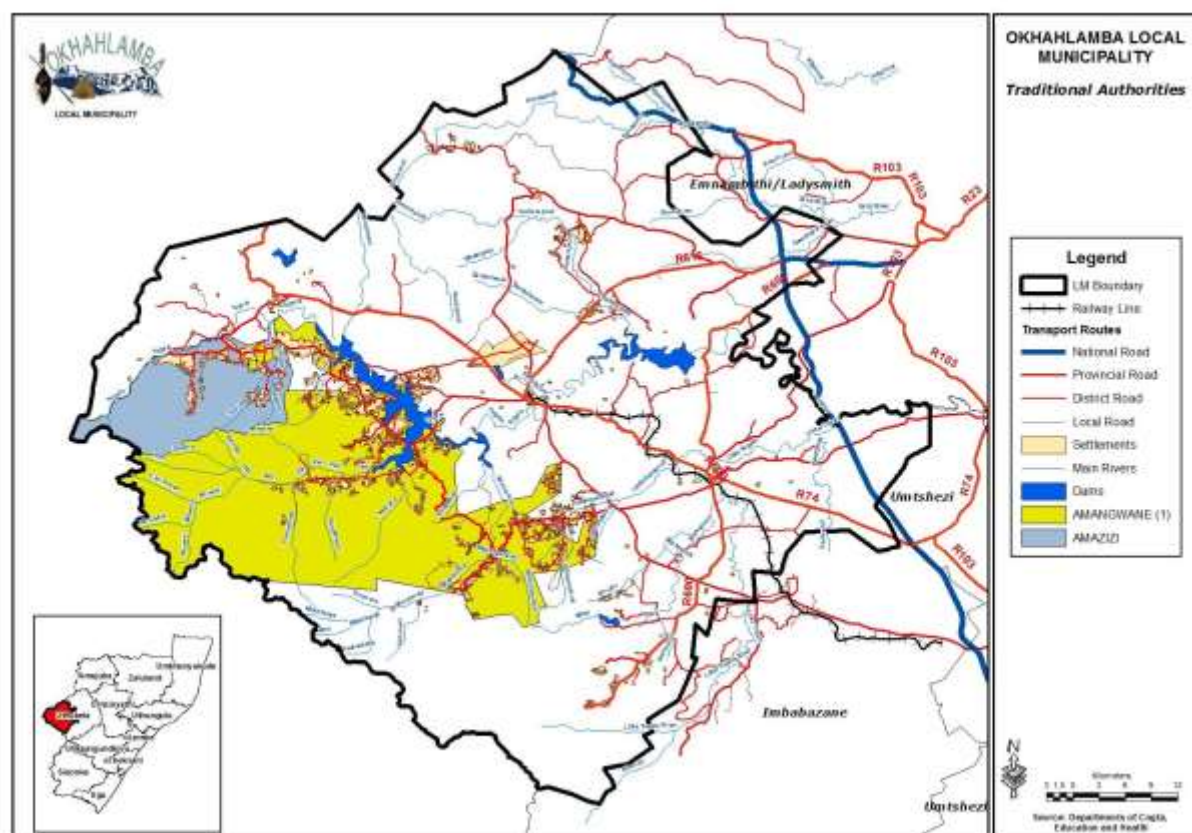
Table 4: District municipalities

Municipality	Extent (km ²)
DC23: Uthukela	11 500.00
KZN234: Umtshezi	2 130.85
KZN236: Imbabazane	827.74
KZN 233: Indaka	991.71
KZN 232: Emnambithi	2 965.92
KZN 235: Okhahlamba	3 540.63

2.1.2 ADMINISTRATIVE ENTITIES

Okhahlamba forms part of the uThukela District and consists of 14 wards. It also includes three Traditional Authority areas, namely the Amazizi, Amangwane and Amaswazi Traditional Authorities.

Map 2: Map showing Traditional Authorities in Okhahlamba



The Amazizi Traditional Authority is located to the west of the municipality at the foothills of the Drakensberg, while the Amangwane is a larger Traditional Authority area located from the western

boundary towards the eastern boundary along the foothills of the Drakensberg. It incorporates the Mnweni Valley, which is the only area of the Drakensberg that is not under regulation by Ezemvelo KZN Wildlife.

2.1.3 STRUCTURING ELEMENTS

The main structuring elements within the municipality should be acknowledged as follows:

- R74 traverses the municipality in a south-east-north-westerly direction, dissecting the municipality in two. It provides important linkages to the Drakensberg area in the west and access to the N3 in the east.
- Topography: The Drakensberg Mountains have the greatest influence on settlement patterns, followed by the Tugela River, and the transport routes of Van Reenen's Pass and Oliviershoek Pass. Slopes are a useful topographical factor that limits the availability of land for agriculture, in particular for cropping. Croplands require relatively flat land for cultivation especially where complex irrigation systems are utilised. Areas around Bergville and Winterton are highly suitable for cropping. Slopes are more suitable for grazing and forestry, but must be limited in the Drakensberg in order to preserve the sensitive landscape.
- Rivers and wetlands: The Tugela River rises in the Drakensberg Mountains near Bergville where peaks rise to over 3 000 m. The river and its tributaries, meander through central KwaZulu-Natal, draining from the Drakensberg escarpment towards the Indian Ocean.
- Dams: the Woodstock Dam is located on the upper reaches of the Tugela River, 10 kilometres west of the town of Bergville in the foothills of the Drakensberg Mountains, while the Kilburn Dam is located 500 metres lower than the Sterkfontein Dam, on the Mnjaneni River, near Bergville.

2.1.4 EXISTING NODES AND CORRIDORS (INCLUDING URBAN EDGES)

2.1.4.1 DEVELOPMENT CORRIDORS

The N3 is the Primary distributor within the uThukela District Municipality. The N3 runs along the eastern boundary of Okhahlamba and is important for providing access the area. It also has implications in terms of economic and social interaction.

There are three regional distributors within Okhahlamba Municipality, namely the R74, R600 and R616. The R74 and R616 serve as the Primary Corridors for the municipality providing access to Bergville and Winterton and linking on to the N3. The R600 is identified as a Secondary Corridor for the municipality providing access to Cathkin Park and linking on to the N3.

Within Okhahlamba, District distributor roads would include:

- R74, which links Bergville and Winterton.
- R600, which links Winterton and Cathkin Park.
- R616 leading to Bergville and joining the R74.

District collector roads would include the following:

- P30, P341 and D443, which provide linkages between Bergville and Geluksburg.
- P180, which links Winterton and Emmaus.

2.1.4.2 HIERARCHY NODES

The approach adopted is similar to the Rural Service System concept. The Rural Service System concept entails the identification of a hierarchy of nodes and different levels of services and facilities within each type of node. There are three types of nodes:

- Primary Node: Administrative and Economic Centre
- Secondary Node: Distribution and co-ordination point
- Tertiary Node: Supplementary services

Table 5: Level of services/facilities within each node

Primary Node	Secondary Node	Tertiary Node
Municipal Offices	Satellite Police Station	Routine Police Patrol
Hospital	Clinic	Weekly Mobile Clinic
Welfare Offices	Primary School	Primary – secondary schools
Primary – High Schools	High School	Weekly Mobile Welfare Services
Tertiary Training Facility	Tribal Court (where applicable)	Regular Bus Service
Permanent Information Centre	Rural Service Information Centre	Post Boxes
Post Office + Post Boxes	Post Boxes	Meeting Places
Banks	Regular Bus Service	Shops
Bus and Taxi Terminals	Community Halls	
Police Station	Stores/Shops	
Magistrates Court		
Home Affairs Offices		
Municipal Hall		
Wholesalers/Stores/Shops		

The primary node has a threshold of 10 km and the secondary and tertiary nodes have thresholds of 5 km each. These thresholds indicate the communities/settlements serviced by the nodes.

According to the Public Capital Investment and Settlement Growth guideline (Dewar, D and Iyer, N 2009) capital investment should aim to develop support facilities and formalize the current activities in terms of the above level of services. This would involve the establishment of a formal market, taxi rank and the development of a multi-purpose hall as a first step. The development of a library and resource centre is another social facility that would complement the existing facilities at the next level of development. This should be easily accessible to the existing schools

In terms of roads, there are three levels of road network, which differentiate between the higher order and lower order roads as well as the functions of the different levels of roads:

- Primary Transportation Routes (N3);
- Primary Corridor;
- Secondary Corridor;
- Minor Linkages/Corridor.

2.1.4.2.1 IDENTIFICATION OF NODES IN OKHAHLAMBA

The following nodes have been identified in Okhahlamba:

- Bergville has been identified as the Primary Node;
- Winterton has been identified as a Secondary Node;
- Tertiary Nodes have been identified in Zwelisha, Dukuza Complex, Emmaus and Geluksburg;
- Cathkin Park and Babangibone have been identified as Tourism Nodes.

PRIMARY NODE: BERGVILLE

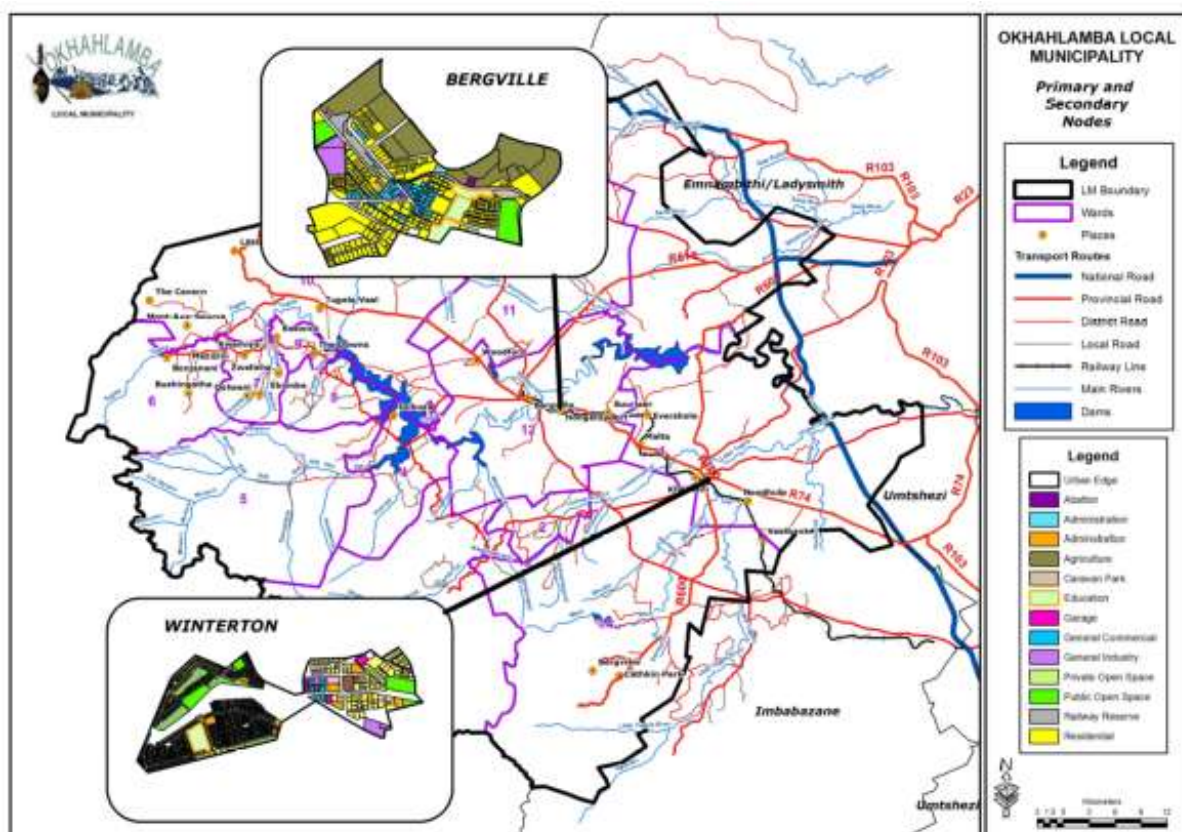
Bergville forms the primary node and commercial and administrative hub of the Municipality. Located within this area are the municipal offices, provincial government offices, schools, police station, magistrate's court and various stores and shops. Bergville has an existing Town Planning Scheme, which guides land use and development within the town. Bergville is highly accessible with the R74 (Primary Corridor) running through the town and the R616 also providing access to the town (map 4).

Table 6: Primary Node: Bergville

Town/Settlement	Existing level of services/ facilities	Comments/requirements to ensure feasibility of node
Bergville	Municipal Offices Clinic Welfare Offices Primary School Permanent Information Centre Post Office Banks Library Taxi Terminals Police Station Magistrates Court Jail Home Affairs Offices Community Hall Wholesalers/Stores/Shops Worship	Bergville is most suited for a primary node in Okhahlamba Municipality. It has adequate facilities and meets most of the requirements in terms of level of services/ facilities for a primary node. It does not have a hospital but does have a clinic. Emmaus hospital is approximately 15 km away and fulfills this function. No High School, in the node but there are High schools in close proximity, including at Winterton. Another gap is a Tertiary Training Facility.

Source: SDF 2011

Map 3: Primary Node: Bergville



Map 4: Bergville



SECONDARY NODE: WINTERTON

Winterton is a low-key service, housing and administrative centre within the Municipality. It is relatively well established with a range of services and facilities. Small-scale tourism development around this area should be encouraged. It is also a key agricultural area. Winterton has an existing Town Planning Scheme, which guides land use and development within the town. Winterton is highly accessible with the R74 (Primary Corridor) running through the town and the R600 also providing access to the town (map 5). It is linked to Bergville by the R74 and to Cathkin Park via the R600.

Table 7: Secondary Node: Winterton

Town/Settlement	Existing level of services/ facilities	Comments/requirements to ensure feasibility of node
Winterton and Khetani	Clinic Primary School High School Stores/Shops Community Hall Rural Service Information Centre Police Station Post Office	Winterton is a suitable secondary node as it has a number of facilities/ services. A minibus taxi rank is being investigated for the town.

Map 5: Winterton



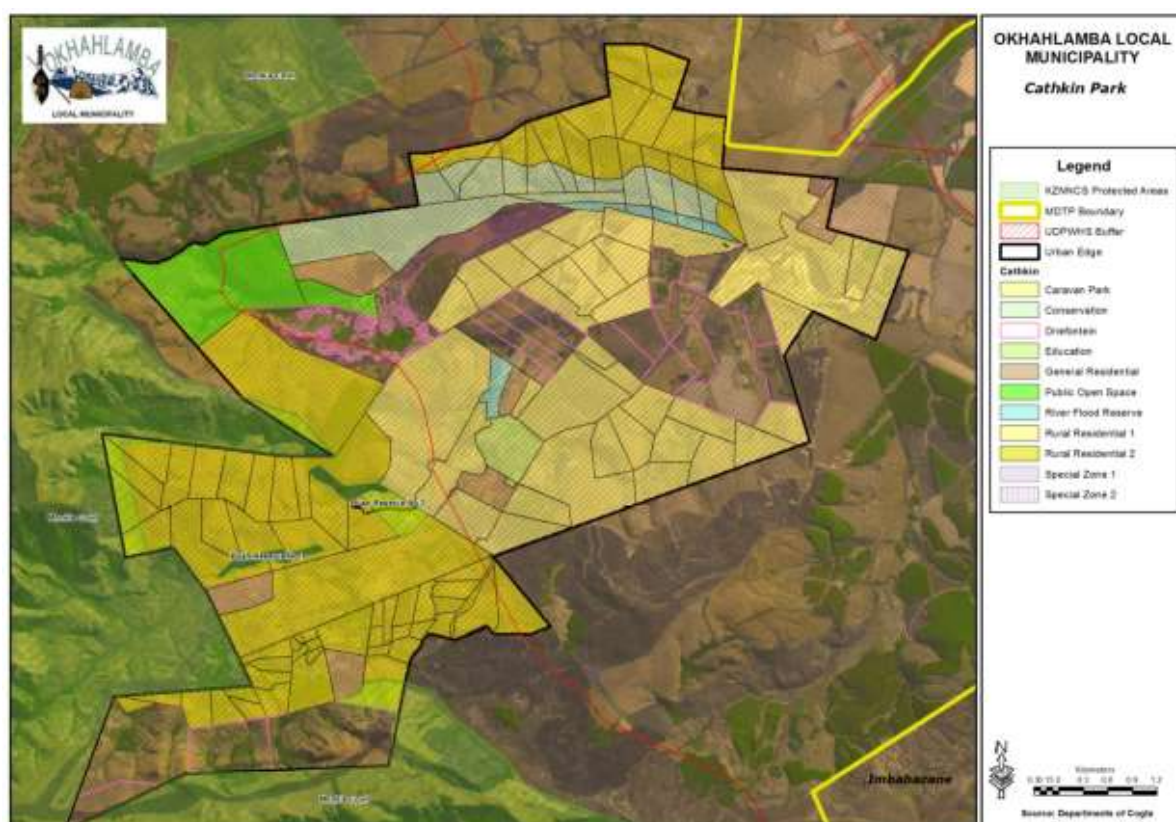
TERTIARY NODES

Tertiary Nodes have been identified in Zwelisha, Dukuza Complex, Emmaus and Geluksburg. Services at these nodes are at a low level and include mobile clinics, shops, and primary and secondary Schools. The only hospital in the municipality is located in Emmaus. These nodes play a role in servicing the densely populated rural communities that surround them.

TOURISM NODES

Cathkin Park has been identified as a Tourism Node in the Drakensberg Approaches Policy, and are to be “located within areas which are attractive, provide good views, a feeling of “being in the mountains” and have potential for resource orientated activities. Nodes should also have ready access to the wilderness / natural areas through controlled points”. Cathkin Park has a Town Planning Scheme to control development (map 6).

Map 6: Cathkin Park



ESTABLISHMENT OF MARKETS

A key factor in ensuring sustainability of a node is ensuring that it has a viable economic base. The establishment of markets is important in facilitating this. The Spatial Planning Guideline for Promoting Local Income Circulation (Stratplan, 2009) recommends that the LED Plan looks at issues relating to local income circulation and the development of periodic markets based on one or more of the following criteria:

- Pension payout points;

- Mobile clinic stopover points;
- Existing markets;
- Settlements with potential for market place establishment.

In the case of Okhahlamba, it makes sense to establish or enhance markets within the identified tertiary nodes. More intense investigation needs to be done with regard to placement of the markets and ensuring that adequate facilities and services are provided to the site such as access to water, sanitation, trees or shelters for shade and flat concrete surfaces.

URBAN EDGES

Okhahlamba is a predominantly rural area albeit with a number of identified town and villages which serve an urban purpose. Bergville is an established urban centre and the primary hub of the municipality. It has an existing town planning scheme and an urban edge has been delineated. Winterton and Cathkin Park also have town-planning schemes and delineated urban edges. The guideline on Defining Limits on Settlement Expansion: The Issue of the 'Urban Edge' (Dewar, D. and Louw, P. 2009) looks at the importance of defining the urban edge. This is important in order to eradicate sprawl and promote urban compaction. Having the settlement contained within a predetermined or demarcated area promotes greater efficiency in terms of land use and service delivery. It will assist in achieving greater urban efficiency as community facilities and schools can be contained within an area of higher density, which makes them more accessible to the community. Bulk infrastructure and community services can be better placed in order to supply greater numbers of households.

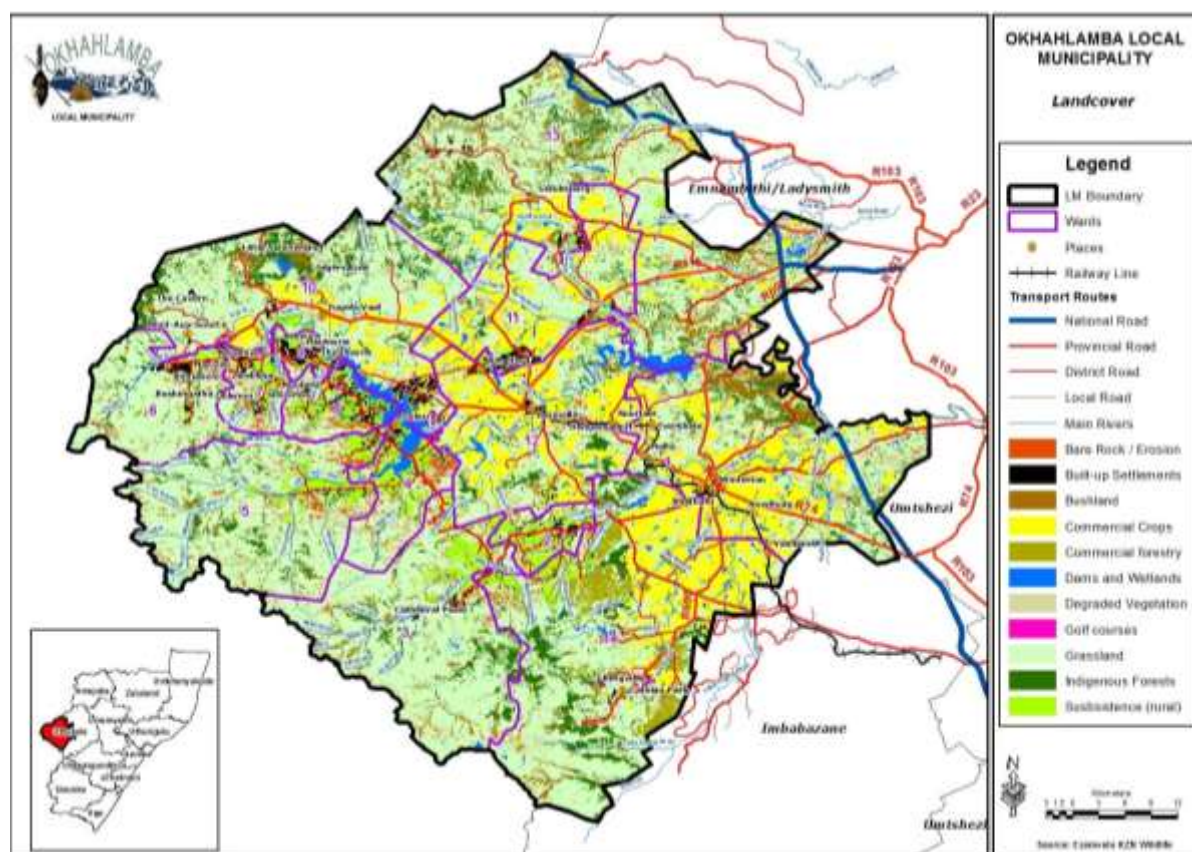
2.1.5 LAND OWNERSHIP

The Okhahlamba Local Municipality is made up of privately owned commercial farmland and small holder settlements; the urban areas of Bergville, Winterton, Cathkin Park and Geluksberg and the two tribal authorities of Amazizi and Amangwane. The land ownership in Okhahlamba Local Municipality comprises of Freehold, Ingonyama Trust and Privately owned land. The biggest challenge is that 90% of the land that is suitable for development has been held under the restitution act, thus impeding development since land development cannot continue whereas the land in question is being claimed.

2.1.6 BROAD LAND USES

In terms of land cover (map 7), there are large areas of commercial crops primarily in the central band extending to the eastern boundary. Subsistence agriculture occurs along the foothills of the Drakensberg in the Traditional Authority areas. There are pockets of indigenous forests throughout the municipality on the slopes of valleys and on the slopes of the Drakensberg. Commercial forestry is found to the south of the municipality around Cathkin Park and Emmaus. The majority of the municipality including the Drakensberg is grassland with scattered bushland.

Map 7: Broad land use

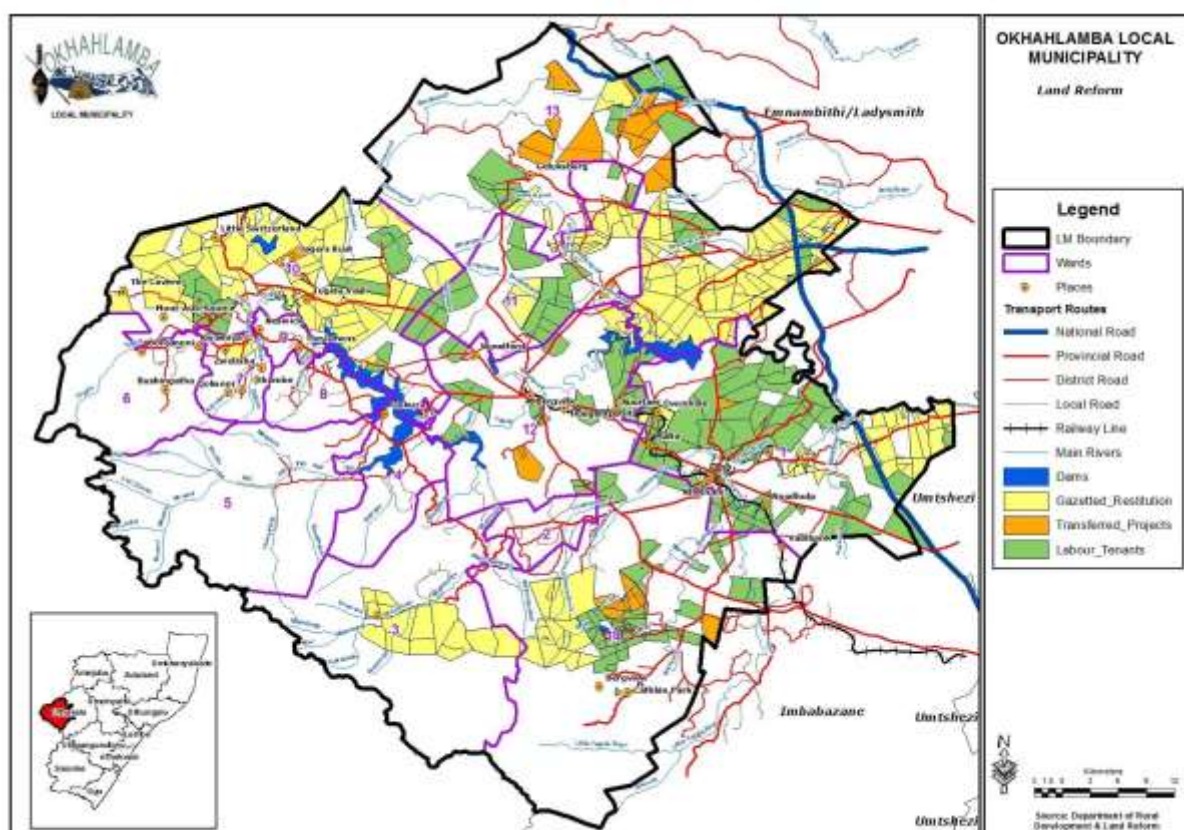


2.1.7 LAND REFORM

The land reform programme, which is made up of restitution, redistribution and tenure reform, is rooted in the national Constitution. Its aim is to redress inequities in land access and use policies, which previously applied.

The Okhahlamba Local Municipality has a number of Land Reform and Restitution projects operating or under consideration in its area. Since the Land Reform projects have been running for some years, a number of communities, NGO's and government departments are actively involved in the area and have staff familiar with the dynamics of the region. The first pilot projects with the Department of Housing are in this region, which will provide a wealth of information for such projects in the future.

Map 8: Land Reform



Constraints to the success of these projects include the conflicts over land and land administration in the past, which included political, tribal and labour tenant/farmer conflicts. Also, the Department of Rural Development And Land Reform is understaffed, and finally, the way the Ingonyama Trust lands are to be dealt with, specifically in terms of the Land Reform programme, is unclear.

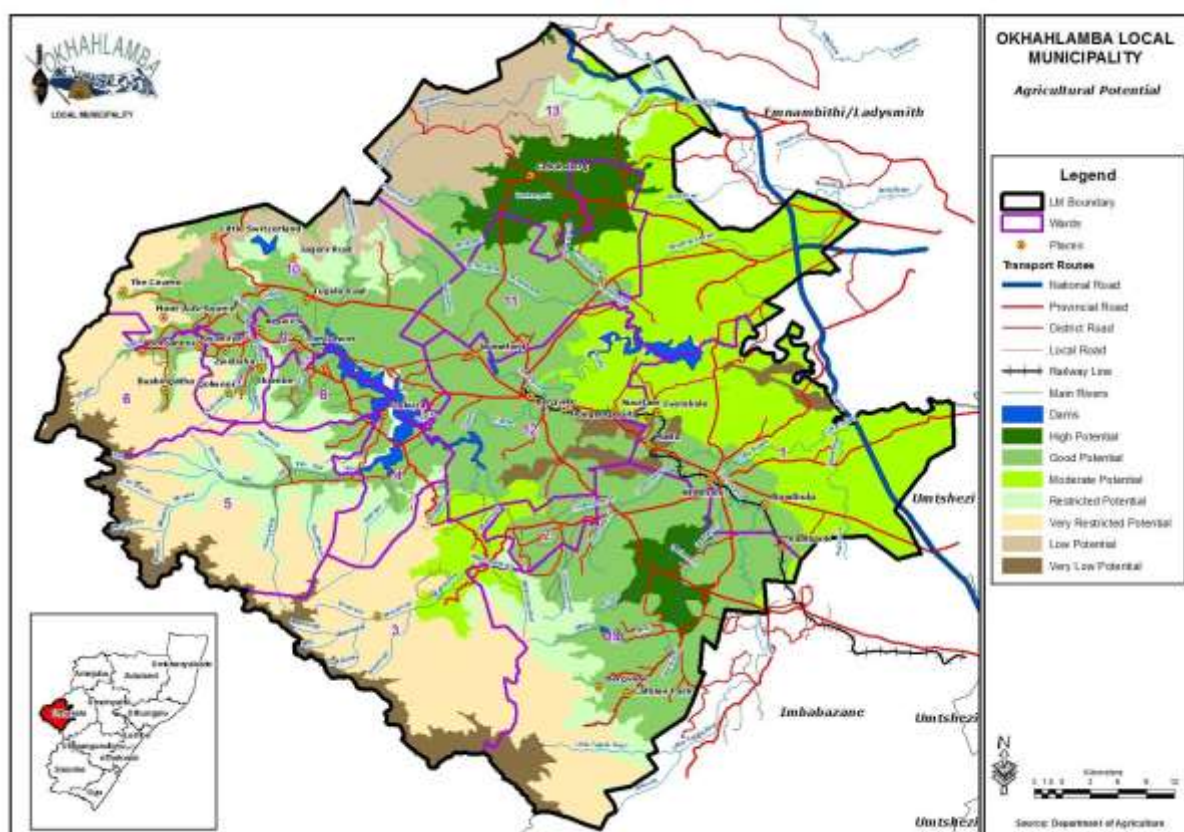
New land reform projects on appropriately located land should be identified, in particular those associated with commercial agriculture in order to prevent the loss of productive agricultural land to non-agricultural uses, and to facilitate the managed transition of tenure for farm worker communities.

Gazetted Land Restitution claims are located along the north-west boundary in Ward 10, in the north-east in Wards 11, 13 and 1 and in the south straddling Wards 3 and 14. Labour Tenant Claims are located along the central band and there are scattered transferred projects in the north and central areas (map 8).

2.1.8 LAND CAPABILITY

The majority of the municipality running from north-west to south-east and extending to the north-east boundary has high, good or moderate agricultural potential (map 9). The western portion of the municipality consists of steep mountain slopes (Drakensberg) that are only suitable for grazing, forestry and wildlife and have low or restricted agricultural potential.

Map 9: Land capability map



The central band has good potential agricultural land, while the eastern band has moderate potential. There are two large pockets of high potential agricultural land, located around Geluksburg and to the south of Khetani.

2.1.9 ENVIRONMENTAL ANALYSIS

Okhahlamba Local Municipality is located in a very environmentally significant area with the Drakensberg Mountains having outstanding natural beauty, a fascinating and ancient geology, great diversity in plant communities, some of the rarest animals in the world and the largest, richest and most concentrated series of rock art in Africa. The area needs to be managed appropriately in order to ensure a balance between conserving the environment and promoting appropriate tourism in the area.

2.1.9.1 BIODIVERSITY AND PROTECTED AREAS

The municipality has a significant Protected Area Network and reasonably intact vegetation, which offers a high diversity of habitats, which support a large proportion of important faunal and floral species. The majority of Red Data plant species occur predominantly in the higher altitudinal areas of the Drakensberg, which are to the greatest extent protected (with exception of the Mnweni Valley). The Drakensberg Alpine Region is considered a centre of plant diversity and endemism. A total of 2 153 species of plants have been recorded for the uKhahlamba Drakensberg Park World Heritage Site

of which 29.5% are endemic and 109 are listed as threatened species. A large proportion of these species are found within the Okhahlamba area (uThukela Biodiversity Sector Plan).

2.1.9.1.1 DRAKENSBERG MOUNTAINS

The Drakensberg Mountain Range stretches from the Southern Cape to Mpumalanga Province. In KwaZulu-Natal it comprises two primary components, the High or Main Berg, and the Low Berg running through to Northern KwaZulu-Natal. The High Drakensberg area falls into five valleys, beginning with the Injusuthi valley in the south, Champagne Valley in the Central Berg, through the Cathedral Peak and Didima Valley, then the Royal Natal National Park and Amphitheatre Valley, and finally the Middledale Pass Valley in the Northern Berg. Three fall within the Okhahlamba area.

- **Royal Natal National Park and Amphitheatre Valley:** The 8 000 hectare Royal Natal National Park is situated in the northern Drakensberg and managed by Ezemvelo KZN Wildlife. The most famous feature is the Amphitheatre which is over 5 kilometres in length and has cliffs rising approximately 1 220 metres along its entire length. The summit is over 3 050 metres above sea level. Mont-Aux-Sources peak is important as the source of both the Orange and Tugela rivers. The Tugela Falls is the world's second highest waterfall falling 948 metres from the Amphitheatre's cliff tops. The Royal Natal National Park forms part of the uKhahlamba Drakensberg Park World Heritage Site.
- **Cathedral Peak and Didima Valley:** Cathedral Peak is a 3 004 m high free-standing mountain in the Drakensberg. The mountain is also known as Mponjwana (Little Horn) by the local Amangwane people. Cathedral Peak is part of the Cathedral Ridge, which is at right angles to the main range. Other peaks in the spur are the Twins, also known as the Triplets, (2 899 m), the Bell (2 930 m), the Outer (3 006 m) and Inner (3 005 m) Horns, the Chessmen (2 987 m) and Mitre Peak (3 023 m). Cathedral Peak was first climbed by D.W Basset-Smith and R.G. Kingdon in 1917, via the gully. The Didima Valley has many examples of San Rock Art and many climbing and hiking routes. The Didima Resort and San Art Centre is an Ezemvelo KZN Wildlife Project situated approximately 45 km from Bergville. A 4x4 trail leads from the Amphitheatre in the Northern Drakensberg to Cathedral Peak via the Mnweni Valley. The Mnweni Cultural Centre, which provides accommodation, trails and guides, is also located in this area. Mike's Pass provides a route for vehicles to drive to the top of the Little Berg near the head of Didima Gorge. The Rainbow Gorge offers a relatively flat hiking trail along the Ndumeni River.
- **The Cathkin and Champagne Valley:** Champagne Castle (3 248 m) is a mountain in the central Drakensberg range, and is the second highest peak in South Africa. It contains a series of subsidiary peaks, amongst them, Cathkin Peak (3 149 m), Sterkhorn, Mount Memory, Monk's Cowl (3 234m) and Dragon's Back. These are some of the highest peaks of the Drakensberg Mountains. Cathkin was named after an area around Glasgow, Scotland by the first Scottish settlers in the Drakensberg. The Champagne Peak received its name as a result of the first climber to reach its peak taking a bottle of Champagne to celebrate his achievement and accidentally dropping it. Champagne Valley is noted for its many different sporting activities, especially golf, for which there are numerous challenging golf courses.

2.1.9.1.2 UKHAHLAMBA DRAKENSBERG PARK

The uKhahlamba Drakensberg Park is the largest protected area (World Heritage Site) on the Great Escarpment of the southern Africa. It is located in an inland mountain along the eastern border of Lesotho. It comprises a northern and a significantly larger southern section. The mountainous area between these two sections, known as the Mnweni area, is tribal land. The park can be divided into two distinct physiographic regions: the foothills of the 'Little Berg' are steep-sided spurs, escarpments and valleys occurring below 2 000 m in elevation, whereas the high main escarpment rises to over 3 400 m. There is considerable variation in topography, including vast basalt and sandstone cliffs, deep valleys, intervening spurs and extensive plateau areas. This topographical variation contributes to the outstanding scenic value. The Drakensberg is one of the best watered, least drought-prone areas of southern Africa, and has particular significance for catchments protection and the provision of high-quality water supplies for surrounding communities. A number of rivers originate from the park.

Critical aspects to consider in the formulation of a framework for the protection and enhancement of the natural resources base:

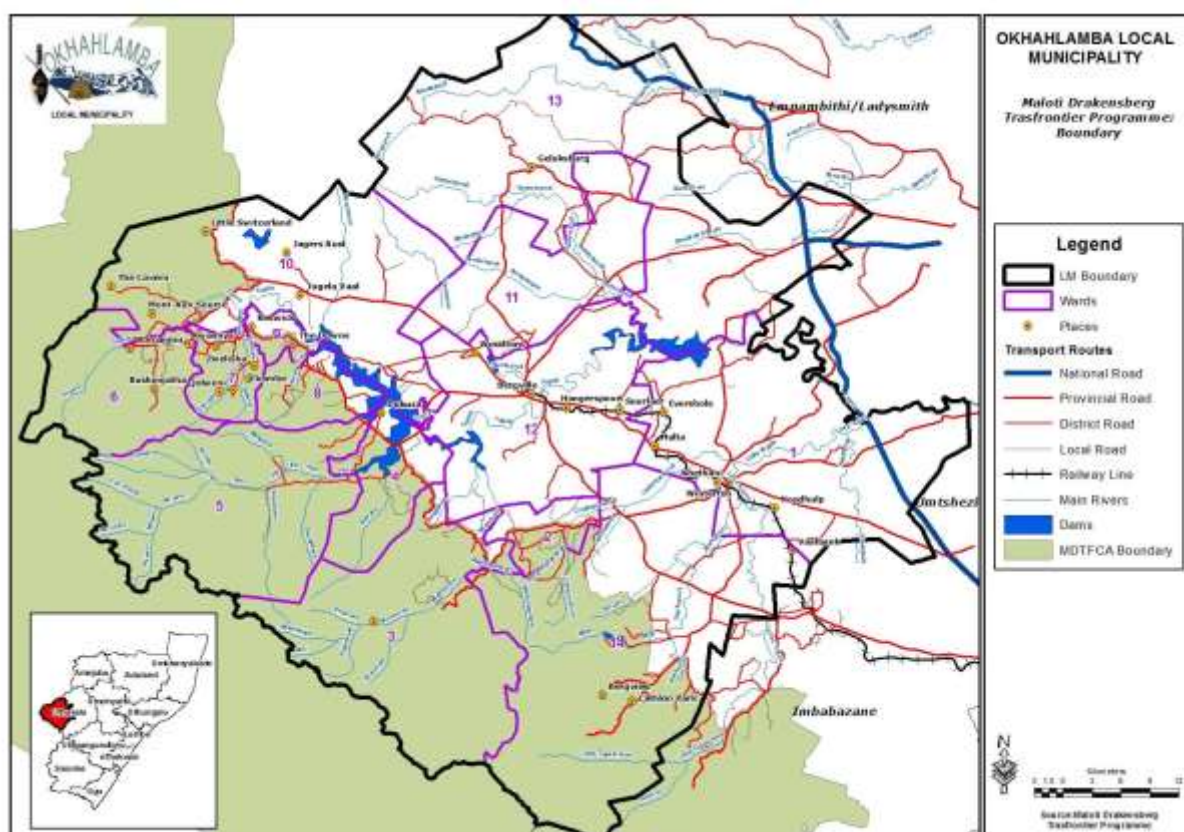
- The environmental uniqueness and character of uThukela.
- Identification of functional ecological systems associated with major rivers and other environmentally sensitive areas.
- Acknowledging the impact of topographical features and other aspects of the fixed natural environment.
- Creating a framework for managing growth and development within the municipal areas especially the agriculturally productive areas.

Source: uThukela Spatial Development Framework. 2008

2.1.9.1.3 MALOTI-DRAKENSBERG TRANSFRONTIER PROJECT

The Maloti-Drakensberg Transfrontier Project (MDTP) is a joint initiative between the Kingdom of Lesotho and the Republic of South Africa that seeks to establish institutional linkages in order to enhance the conservation and sustainable development for the natural and cultural resources of the Maloti-Drakensberg mountain bioregion. The project area extends from Clarens in the Free State through to Matatiele in the Eastern Cape and encompasses numerous formally protected areas, including the Ukhahlamba Drakensberg Park that is a World Heritage Site. In addition to this, there are extensive tracts of community and privately owned land that give the initiative the distinctive characteristics of a biosphere reserve.

Map 10: Maloti-Drakensberg Transfrontier Project



2.1.9.1.4 BIODIVERSITY

According to the National Environmental Management: Biodiversity Act, No. 10 of 2004, biodiversity means the variability among living organisms from all sources including, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part and also includes diversity within species, between species, and of ecosystems (Biodiversity Sector Plan for Uthukela District: Technical Report).

South Africa has ratified the International Convention on Biological Diversity, which aims to develop and implement a strategy for the conservation, sustainable use and equitable sharing of biodiversity elements. The Biodiversity Bill requires that a Bioregional Plan be developed for the Province. This must ensure that a minimum area of each bioregion with all its representative ecosystems is protected. Ezemvelo KZN Wildlife are the nature conservation agency for the province and are therefore key in managing biodiversity. The core functions of Ezemvelo KZN Wildlife are:

- Biodiversity conservation
- Wise and sustainable use of natural resources;
- Provision of affordable eco-tourism destinations (Biodiversity Sector Plan for Uthukela District: Technical Report)

The Biodiversity Sector Plans look at both “terrestrial and aquatic features in the landscape that are critical for conserving biodiversity and maintaining ecosystem functioning” (Biodiversity Sector Plan

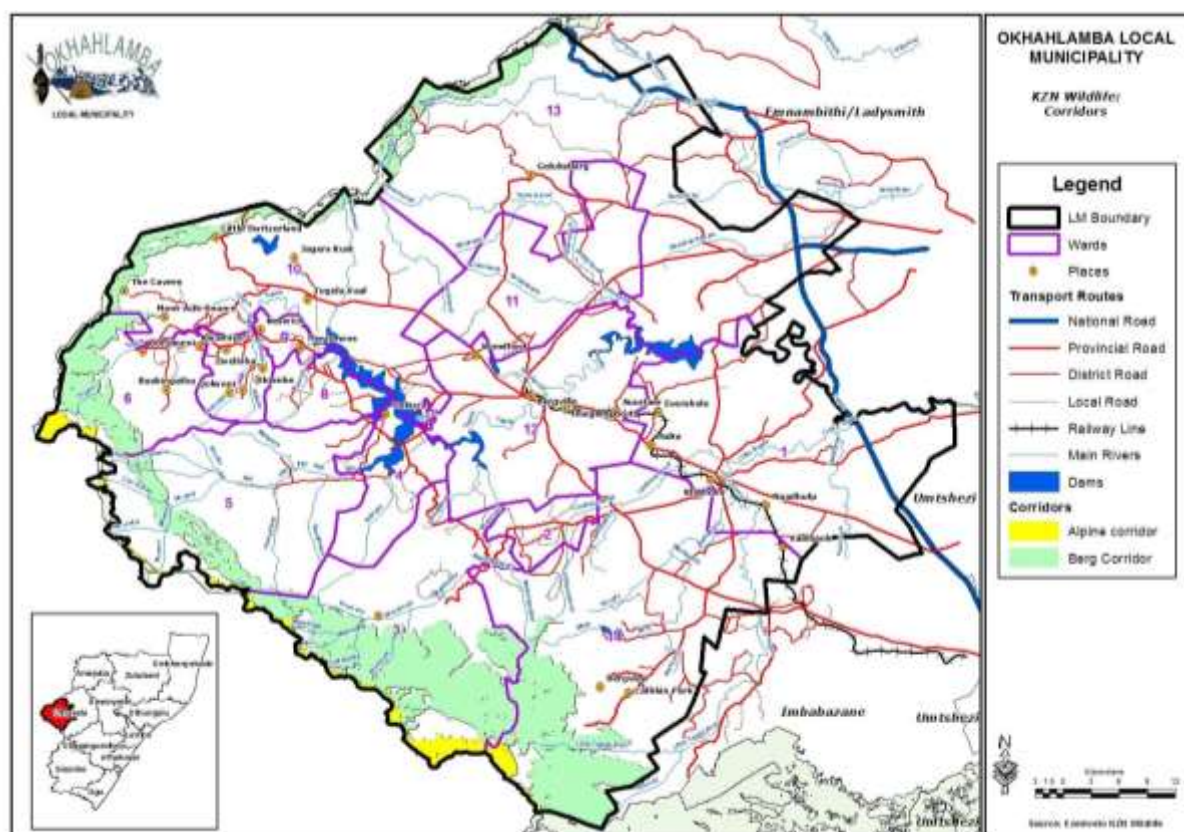
includes the area between Royal Natal National Park and Pocolan/Robinsons Bush Nature Reserve and north-east of these reserves to Van Reenen in the north-eastern corner of the municipality. As these areas have high biodiversity value, they need to be protected as far as possible. The majority of the municipality not mentioned above, falls into an area identified as 100% transformed and have low biodiversity importance.

Ecological Corridors

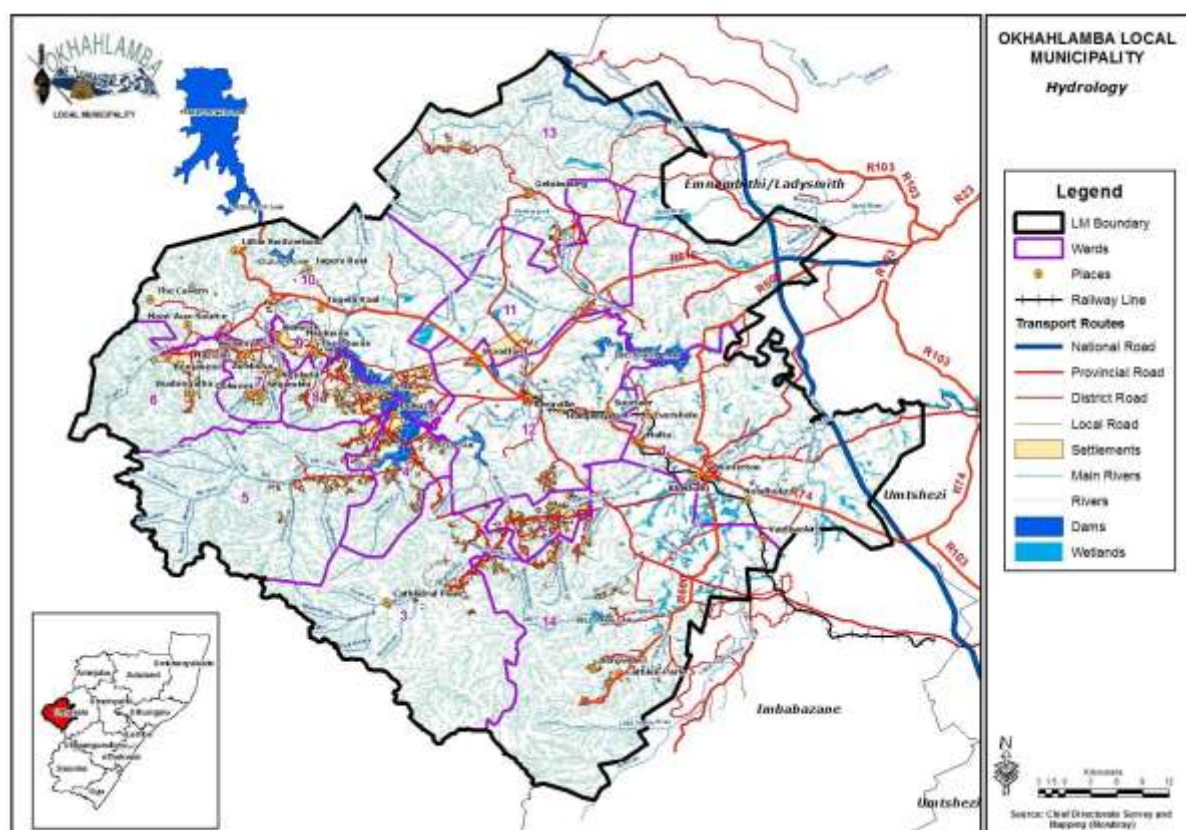
The maintenance of connectivity is essential to a number of movement-related ecological processes, including species migrations, seasonal and altitudinal dispersal, and range displacement in response to climate change. Okhahlamba plays a key role in regional ecological connectivity.

The Alpine corridor occurs along the ridgeline of the Drakensberg and the Berg Corridor runs along the western and northern borders forming an integral part of a national ecological corridor identified along the Drakensberg axis. The ecological corridor along the Drakensberg also serves to protect healthy high altitude grasslands that are vital for catchment integrity, and water provision and regulation. The north-south axis has a high degree of corridor integrity whereas the east-west linkages along the northern border of the municipality are incomplete and fragmented. Ridgeline corridors are reasonably intact whilst riparian corridors are fragmented due to agricultural practices and rural and urban settlement along rivers. The proposed Babangibone Development Node (identified in the Special Case Area Plan and Drakensberg Approaches Policy) represents a potential threat to connectivity. (Biodiversity Sector Plan for Uthukela District: Technical Report)

Map 12: Ecological Corridors



Map 14: Hydrology



Water resources are scarce in the Johannesburg area and this has a direct impact on water resources in the Drakensberg area. To address the scarce resources and supply water to Gauteng, two inter-basin water transfer schemes were developed to operate in the Drakensberg region. The Tugela-Vaal Transfer Scheme and the Lesotho Highlands Water Project rely on these upper catchments and the area is South Africa's most important source of water.

2.1.9.2.1 DRAKENSBERG PUMPED STORAGE SCHEME

Construction on the Drakensberg Pumped Storage Scheme started in 1974 and was completed by 1981. Four dams are involved in the scheme; the Driekloof Dam (a branch of the Sterkfontein Dam), the Kilburn Dam, the Woodstock Dam and the Driel Barrage. Electricity generation equipment is located between Driekloof Dam and Kilburn Dam. The Driekloof Dam and Sterkfontein Dam (located just outside Okhahlamba in the Free State) also forms part of the Tugela-Vaal Water Project so some of the water pumped to Driekloof Dam may flow to the Vaal Dam and not to the Kilburn Dam. The Woodstock Dam and Driel Barrage are used to supply this additional water to Kilburn Dam when required. The scheme provides for up to 27,6 GWh of electricity storage in the form of 27 000 000 m³ of water. The water is pumped to Driekloof during times of low national power consumption (generally over weekends) and released back into Kilburn through four 250 MW turbine generators in times of high electricity demand.

2.1.9.2.2 TUGELA-VAAL TRANSFER SCHEME

The Thukela-Vaal transfer scheme consists of Woodstock Dam, Driel Barrage, Jagersrust Balancing Dam and Kilburn Dam. Woodstock Dam is located 7 km upstream of the Driel Barrage. It is used to regulate storage for the Driel Barrage from where water is transferred to the Vaal River catchment via Eskom's Drakensberg Pumped Storage Scheme. In order to transfer water to the Vaal River Catchment, water is pumped from the Driel Barrage to the start of a trapezoidal canal, from where it gravitates to the Jagersrust Balancing Dam before it is pumped to Kilburn Dam and from there over the escarpment to Sterkfontein Dam.

2.1.9.2.3 WOODSTOCK DAM

Woodstock Dam is located on the upper reaches of the Tugela River, 10 kilometres west of the town of Bergville in the foothills of the Drakensberg Mountains. Woodstock Dam is the main source of water for the Tugela-Vaal Transfer Scheme. The dam was commissioned in 1983, has a storage capacity of 373 300 000 m³, and a surface area of 29,129 km². The dam wall is 49 metres high. The road from Bergville to the site is tarred all the way, offering visitors easy access. (UThukela District Municipality Business Plan for Woodstock Dam) The dam has untapped tourism potential due to its easy accessibility, scenic beauty and proximity to the Drakensberg.

2.1.9.2.4 KILBURN DAM

The Kilburn Dam is located 500 metres lower than the Sterkfontein Dam, on the Mnjaneni River, near Bergville. The dam was commissioned in 1981 and has a capacity of 35,577 m³ and a surface area of 1,947 km². The dam wall is 51 metres high.

2.1.9.2.5 SPIOENKOP DAM

The Spioenkop Dam was commissioned in 1973, has a capacity of 272 265 m³, and a surface area of 15,314 km². The dam wall is 53 metres high. The dam was built to regulate flow downstream of the Driel Barrage. The dam also supplies water to Ladysmith and supports water requirements for downstream farmers mainly between the dam and Winterton. Occasionally releases are made from Spioenkop Dam to dilute poor quality effluent release by SAPPI (at Mandini) into the lower Tugela River. (Thukela Water Management Area)

2.1.9.2.6 LESOTHO HIGHLANDS WATER PROJECT

The Lesotho Highlands Water Project is one of the largest and most intricate construction projects currently underway in the world. The aim is to transfer 70 m³/s from the upper portions of the Lesotho Highlands into the Vaal River basin. Although the project does not directly affect Okhahlamba, the source of the water arises in the Drakensberg Mountains. It is imperative that measures be taken to preserve the environment and ensure the quality and quantity of the water remains high in order to feed both the Lesotho Highlands Water Project and the Tugela-Vaal Transfer Scheme.

2.1.9.2.7 TUGELA RIVER

The Tugela is the largest river system in KwaZulu-Natal. The funnel shaped catchment area of the Tugela River lies predominantly in the KwaZulu-Natal. The Tugela River rises in the Drakensberg Mountains near Bergville where peaks rise to over 3 000 m. The river and its tributaries, meander through central KwaZulu-Natal, draining from the Drakensberg escarpment towards the Indian Ocean.

The upper reaches of the Tugela River, upstream of the confluence with the Bushmans River, includes the towns of Bergville, Ladysmith, Colenso and Weenen. The Klip River is the main tributary in this area. This area is the source of water for the Tugela-Vaal Transfer Scheme, which, *inter alia*, transfers water to the Vaal River System.

2.1.9.3 ENVIRONMENTAL MANAGEMENT

The Okhahlamba Local Municipality has a number of very important and sensitive natural environments and some of the most sensitive of these are situated in the mountainous areas. It is recognized that a great diversity in plant communities and climatic extremes exists in this zone and the need for sensitive management is imperative. This need for responsible management is highlighted by the wide variety of Red Data species occurring in this zone.

Inadvisable human use of these environments contributes directly to their erosion and physical degradation and it is therefore desirable for these areas to fall under conservation management. The Okhahlamba Local Municipality, as currently defined has very little land falling into a formally conserved status, but the high Drakensberg areas have potential as conserved areas which would bring them in line with the rest of the Drakensberg areas falling into the Okhahlamba-Drakensberg Park. Efforts have been made by the Bergville and Winterton communities with support from KZN Wildlife to promote species and habitat conservation through the eradication of unauthorised poaching and hunting.

In addition, the development of the Special Case Area Plan (SCAP), which outlines a land use management scheme in which preferred land uses and activities are identified for each zone, is invaluable and has made some important recommendations concerning those portions of the OLM situated in the Drakensberg area. The establishment of the Drakensberg-Maloti Transfrontier Conservation and Development Area has also done much to achieve greater value for both South Africa and Lesotho with respect to the Heritage status granted to the Drakensberg Mountains. Although there are currently vast areas of land degradation, especially in the communal tenure areas, donga reclamation projects are being successfully implemented to rehabilitate some of these areas.

2.1.9.3.1 UTHUKELA DISTRICT ENVIRONMENTAL MANAGEMENT FRAMEWORK (EMF)

UThukela District Municipality has received R 1, 5 Million from Department of Agriculture, Environmental Affairs & Rural Development (DAERD) to develop UThukela District Environmental Management Framework (EMF). The service provider has been appointed to develop the plan. This

plan will cover the entire district of UThukela as a result Okhahlamba will rely on district Environmental Management Framework (EMF).

The Environmental Management Framework (EMF) will have an important role in land-use management of Okhahlamba and the entire district of UThukela. It is a tool that defines the status quo of the existing environment; specifies the attributes of the environment in the area including sensitivities; and states conservation status of the area and the environmental management priorities; indicate the kind of activities that would have a significant impact on those attributes and those that would not; and also indicates the kind of activities that would be undesirable in the area or in specific parts of the area.

2.1.9.3.2 ENVIRONMENTAL GOVERNANCE

Okhahlamba has uKhahlamba Drakensberg Park, which is characterized by natural resources, biodiversity, and sensitive vegetation. All these contribute to uKhahlamba local economic development & tourism. The only way to achieve this is to conserve natural environment in the uKhahlamba Heritage Site for both economic development & Tourism attraction.

In November 2000, the uKhahlamba Drakensberg Park which is part of Okhahlamba Local Municipality attained the status of a World Heritage Site known as the “uKhahlamba Drakensberg Park World Heritage Site (UDP WHS)”, this status was inscribed in the World Heritage list by UNESCO (United Nations Educational, Scientific and Cultural Organisation). This special international status was granted because of the unique set of Outstanding Universal Values that the World Heritage Site displays, at an international scale, in terms of its biological, geological and cultural diversity.

In attaining this international status, certain responsibilities were bestowed on the Country to conserve, maintain, manage and protect the uKhahlamba Drakensberg Park World Heritage Site. Ezemvelo KZN Wildlife was declared as the authority for the UDP WHS. One of Ezemvelo KZN Wildlife’s responsibilities was the establishment of a Buffer Zone area to the UDP WHS and the review of such a buffer area to the UDP WHS. The buffer area is located around the UDP WHS and serves as a ‘buffer’, added layer of protection.

Ezemvelo KZN Wildlife, although the responsible authority, recognizes the value of Inter-Government Relations and in this regard have established a Buffer Technical Committee. The committee comprise of a partnership between the Department of Co-operative Governance and Traditional Affairs, AMAFA and municipalities (District and Local) located adjacent to the uKhahlamba Drakensberg Park World Heritage Site to develop a Buffer zone, which has inter-government support.

In this regard, Okhahlamba plays a critical role in this Technical Buffer Committee, especially since municipalities are responsible for developing and implementing Integrated Development Plans / Spatial Development Frameworks as well as Land Use Schemes. These legal requirements need to take cognisance of the UDP WHS, the buffer zone and its associated subzones in order to maintain the integrity of the uKhahlamba Drakensberg Park World Heritage Site. The Buffer Technical Committee

also provides guidance and decision making support concerning development and subdivision applications within the Buffer Area adjacent to the UDP WHS.

Okhahlamba has embarked itself on a process to comply with environmental legislations to ensure that natural resources are managed in a sustainable & equitable manner. NEMA provides effect to a number of key elements of good environmental governance namely: access to information, public participation & co-operative governance. Since Okhahlamba does not have environmental management capacity in-house, it has established a strong relation with National Department of Environmental Affairs (DEA) & Provincial Department of Agriculture, Environmental Affairs & Rural Development (DAERD). There are National DEA officials deployed in municipalities with an intention to bring environmental management support to municipalities within UThukela District. The provincial Department of Agriculture, Environmental Affairs & Rural Development (DAERD) has a municipal support section that solely deals with environmental planning in municipalities at UThukela District.

One of the mechanisms that Okhahlamba is embarked on in ensuring that natural resources are not destroyed; Okhahlamba provides support to all environmental awareness initiatives in both local & District namely: Water Conservation initiatives, Arbor Day, World Environment Day, Wetlands Day & Greenest Town Competition.

Okhahlamba ensures that it participates in all environmental management structures or forums in the district, local & provincial level. Participation & Engagement on environmental matters is aimed at acquiring knowledge on current environmental legislations to support sustainable development at Okhahlamba area. Okhahlamba actively participates in the following environmental management forums: UKhahlamba Buffer Zone Technical Committee, UThukela Climate Change Forum, District Planners Forum, District Waste Forum, District IDP Forum, District Tourism Forum, and KZN Waste Officers Forum.

2.1.9.3.3 PROJECTS & SUSTAINABLE DEVELOPMENT

Okhahlamba is committed to all principles of sustainable development to ensure that all projects take into account the environmental legislation requirements to avoid environmental degradation e.g. loss of Biodiversity, loss of natural resources through poor application of environmental legislations. Each municipality has its own specific environmental concerns that would need to be addressed directly as a result all Integrated Development Planning Phases should talk to sustainable development. (Preparation, Analysis, Strategies, Projects, integration, Approval, & Monitoring & Evaluation).

Okhahlamba has many projects, which are to be implemented; to ensure that there is sustainable development at Okhahlamba there is application environmental legislations which governs all development projects, which are planned for or implemented. NEMA principles, which entail EIA principles are adhered to in order to achieve sustainable development. All projects that will require Environmental Impact Assessment process are identified at a planning phase.

2.1.9.3.4 AREAS OF ENVIRONMENTAL SIGNIFICANCE

The existing landscape quality is one of the primary tourism attractions, and its maintenance should be taken into. The intrinsic bio-diversity value of eco-systems and natural habitats on agricultural farmlands provide the basis for eco-tourism diversification and sustainable farming practices, thus activities need to be carefully planned in order to integrate with the environmental attributes and minimize any negative impacts.

The objectives for designating such areas are to draw attention to their sensitive nature, and the need for appropriate special and sustainable management measures. Most of such areas are currently subjected to some form of agricultural use.

2.1.9.3.5 SCENIC BEAUTY AND VIEW

View corridors have been identified along Primary Corridor in Okhahlamba high quality scenic vistas for visitors to the Municipality. These view corridors play an important role in provision of the overall tourism experience in the Municipality, including an important sense of anticipation, and for appreciation of the sense of place. Preferred and Non Preferred land uses proposed for these areas are also provided in the table below:

Preferred Activities	Non-Preferred Activities
Amenity Planting Within Non-Invasive Species Extensive Agriculture Intensive Agriculture Nature And Culture Based Tourism Nature And Resource Conservation Small Scale Tourism Development Small Scale Agriculture Subsistence Agriculture Trails	Agri Industry Commercial Afforestation Industrial Development Intensive Or Semi Intensive Human Settlement Large Scale Infrastructural Projects Large Scale Tourism Development Mines And Quarries New Roads Subdivision Of Land

2.1.9.4 CLIMATE AND CLIMATE CHANGE

In terms of climate, the Department of Agriculture uses the following definitions to distinguish between climate types.

Table 9: Climate Definitions

Climate category	Definition	Climate type
C1	Local climate is favourable for good yields for a wide range of adapted crops throughout the year.	Very High Climate
C2	Local climate is favourable for a wide range of adapted crops and a year round growing season. Moisture stress and lower temperatures increase risk and decrease yields relative to C1.	High Climate
C3	Slightly restricted growing season due to the occurrence of low temperatures and frost. Good yield potential for a moderate range of adapted crops.	Good Climate

Climate category	Definition	Climate type
C4	Moderately restricted growing season due to low temperatures and severe frost. Good yield potential for a moderate range of adapted crops but planting date options more limited than C3.	Relatively Good Climate
C5	Moderately restricted growing season due to low temperatures, frost and/or moisture stress. Suitable crops may be grown at risk of some yield loss.	Moderately Good Climate
C6	Moderately restricted growing season due to low temperatures, frost and/or moisture stress. Limited suitable crops, which frequently experience yield loss.	Moderately to Poor Climate
C7	Severely restricted choice of crops due to heat, cold and/or moisture stress.	Poor Climate
C8	Very severely restricted choice of crops due to heat and moisture stress. Suitable crops at high risk of yield loss.	Very Poor Climate

2.1.9.4.1 CHARACTERISTIC OF THE AREA

The north-western and south-western boundaries which are part of the Drakensberg are characterized by relatively good climate. There are large areas of good climate along the foothills of the Drakensberg. Good Climate is prevalent in particular around Geluksburg in Ward 13, around Mont-Aux-Sources in the north-west and an area stretching from the southeast boundary towards Ward 12, including the Cathkin Park area.

There is a very large area which has moderately good climate which extends over the central band from the south-west to the north-eastern boundary. This includes the towns of Bergville, Winterton and Khethani.

2.1.9.4.2 IMPACT OF CLIMATE CHANGE

According to the Guideline on Integration of Agrohydrological Issues into Municipal Spatial Planning within KwaZulu-Natal (GroundTruth, 2009), rainfall is expected to increase throughout the province. In addition, temperatures will also increase which will result in higher atmospheric demands for water. The increase in precipitation will increase the risk of periodic and extreme flood events.

This will have positive effects on water resources in terms of quantity of water in rivers, increased groundwater and filling of dams. There are however, negative impacts in terms of flooding, increased erosion and the effect on water quality.

Agricultural planning must take into account the potential high intensity rainfall and associated potential flooding:

- ✓ Healthy riparian buffers must be designated around water courses to cope with increased water and flooding.
- ✓ Fields must be properly planned and contoured with appropriate erosion control.

Guideline on integration Agro-hydrological issues into Municipal Spatial Planning within KZN (GroundTruth 2009)

2.1.9.5 STRATEGIC ENVIRONMENTAL ASSESSMENT

There is currently no Strategic Environmental Assessment in place for Okhahlamba municipality. Environmental characteristics are however, elaborated on in the SDF. The district also has an Integrated Environmental Programme and a recently developed Environmental Management Framework. The primary aim of the Integrated Environmental Programme should be to provide the high-level environmental analysis for the district including the local municipalities.

2.1.10 SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • The LM has a rich biodiversity, and is well endowed with unique environmental features, including a mountain range, river systems and wetlands; • Municipality had an SDF which provides a guideline; • Municipality is rich with eco-tourism products; • Municipality is rich in rivers, streams and water sources; • Municipality experiences good rainfall; • Municipality is rich with biodiversity; • Okhahlamba does not have major air pollution. 	<ul style="list-style-type: none"> • Good potential to be a tourist destination; • Good potential for agriculture practices; • Catchment management measure is required to arrest this trend; • There is an opportunity to identify landfill site and undertake specialist studies to develop municipal Integrated Waste Management Plan (IWMP); • Room to develop environmental management policies & by-laws; • Room to establish Environmental Management Section should be established at the Municipality • Training is needed on NEMA Regulations & Green Governance at local level • Allocate sufficient budget for environmental management programmes • Need for municipality to participate in environmental management forums
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • The municipality does not have an Environmental Management Section • There is no permitted waste disposal site; the dumping site is poorly controlled • There is no Integrated Waste Management Plan • Lack of financial resource to develop environmental sector plans • Lack of budgeted Environmental management education & awareness projects; • Existing tourism potentials have not been maximally exploited; • Poor agricultural practices. 	<ul style="list-style-type: none"> • Prone to waterborne diseases due to lack of landfill; • Prone to flooding; •

2.1.11 DISASTER MANAGEMENT

Okhahlamba Municipality has a detailed Disaster Management Plan in place. The plan is annexed in the IDP. The Disaster Management mission is:

To proactively reduce or eliminate vulnerability and combat the disruption to society and loss of life, property and the environment resulting from an emergency or disaster through a multi-sectoral and integrated approach with active participation of all role-players.

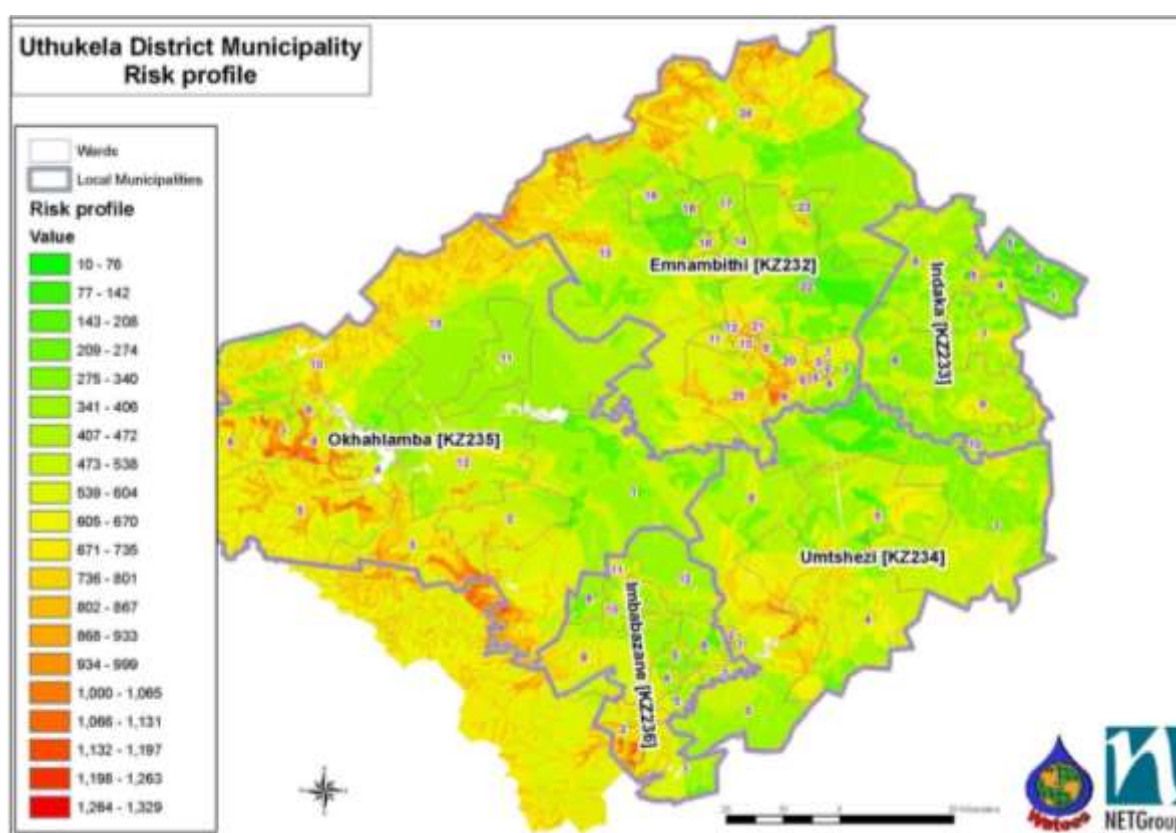
2.1.11.1 MUNICIPAL INSTITUTIONAL CAPACITY

The proposed organisational structure of the municipality makes provision for a disaster management subsection under the Social and Economic Development Directorate. It will include an assistant superintendent, fire fighters, victim support and store facilitator, rescue and drivers.

2.1.11.2 RISK ASSESSMENT

Various disasters could occur within an area – some more likely or regular than others. Each disaster would have repercussions and mechanisms need to be devised to deal with each in the most appropriate and effective way. In order to assist in the identification of possible disasters that could occur within the Okhahlamba municipal area. The following map illustrates risk:

Map 15: Uthukela risk profile



The following settlements in Okhahlamba Municipality are located in a high-risk hazard zone according to the Uthukela study:

- Bergville, Bhalekisi Nkolweni, Cathkin Peak, Drakensberg, Driefontein, Ebusingatha 1, Ebusingatha II, Emantesheni, Emcijeni, Emlimeleni, Emmaus Mission Station, Enhlanokhombe, Enkoxweni, Esigedleni, Esikhaleni, Esiqomeni, Esitulwane, Ethunzini, Ethunzini, Ezinyonyana, Ezizalabeni, Gangadweni, Howe/Tintwa, Imvulamehlo, Insukangihlale, Isigodi, Jagersrust, Kwa Hlophe, Kwa Israel, Kwa Maye, Kwa Mhlanga, Kwa Mvula, Kwa Nkosana, Kwa Nkosi, Kwa Nkoxo, Langkloof, Mabhulesini, Magangangozi, Makhosaneni, Makhwabe, Manzana, Maphophomana "A", Maphophomana "B", Mbizeni, Mkhomazana, Mkhukhwini, New Stand, Ngoba, Ngubhela,

Ngula/Tintwa , Nhzambamasoka, Nkwazini, Nokopela, Obonjaneni , Oliviershoek, Oqolweni, Potshini , Qhozo, Reserve "A", Reserve "B", Reserve "C" , Rheibokspruit/Tintwa, Rookdale, Entsha , Shiyabazali, Thamela , Vimbukhalo, Winterton , Wittekop/Tintwa

2.1.11.3 DISASTER MANAGEMENT OBJECTIVES

- To enhance the capacity of the municipality to prevent and deal with disasters;
- To reduce risks by avoiding developments which are subject to high-risk disasters;
- To decrease the levels of all crime and to encourage a sense of security amongst residents of Okhahlamba and potential tourism to the area.

2.1.11.4 DISASTER MANAGEMENT STRATEGY

At the outset it is put that the following be agreed to and implemented in the first instant

- That Council acknowledges the municipality's responsibilities in relation to the Disaster Management Act;
- That Council designate its Community Services Portfolio Committee to exercise political responsibility and oversight over Disaster Management in the first instance;
- That Council designate the Head of Department: Community Services as the municipal official responsible for Disaster Management and directly accountable therefore to the Municipal Manager;
- That steps be taken to establish a local Disaster Management Advisory Forum;
- That Council note the need for cooperative inter-municipal relations between the UThukela District Municipality and the Okhahlamba Municipality in relation to Disaster Management.

2.1.11.5 RISK REDUCTION AND PREVENTION

There is a need to initiate a process of disaster mitigation within the municipal area. Actions and projects in this regard include the following:

- Determine existing hazards, risks and vulnerability;
- Promote awareness and the need to reduce and/or eliminate the identified risks and hazards;
- Maintain a database on all identified risks and hazards to study trends and measure effectiveness of disaster management projects, programmes and actions.

Undertake an audit of the preparedness of the municipality and other relevant role players in dealing with disasters and potential disasters and devise mechanisms to deal with such disasters. Actions and projects in this regard include the following:

- Based on the identified risks and hazards, do a vulnerability assessment of all related risks and consequences;
- In response to identified disasters and potential disasters, develop contingency plans, which will provide a comprehensive framework for disaster preparedness, emergency operations and recovery activities;

- Identify appropriate practical mechanisms and systems to be used to disseminate information, warnings and operational guidelines.

Develop appropriate response mechanisms, procedures, protocol and methodology to effectively deal with disasters. Actions and projects in this regard include the following:

- Determine agencies and role-players to be involved;
- Determine the resources that would be required;
- Determine the budgetary requirements and ensure that all participants in disaster management processes and procedures are adequately trained and equipped.

Identify specific locations and/or communities at risk of disaster and put plans and procedures in place to ensure maximum readiness to deal with such disasters. Actions and projects in this regard include the following:

- Avoid settlements in high-risk areas, particularly in floodplains and geologically unstable areas;
- Ensure that geotechnical investigations are undertaken prior to development and that appropriate construction technologies are used;
- Conduct public awareness and education programmes, particularly emphasizing emergency contact numbers and emergency procedures;
- Determine 1:50 and 1:100 year flood lines prior to development and prohibit development within these flood lines;
- Install new and additional fire hydrants throughout the area;
- Consider the establish of a 24-hour control centre, as contemplated in the Disaster Management Act;
- Establish linkages with district, provincial and national disaster management bodies, particularly in support of the development of the District Disaster Management Plan.

Enhance and expand security and policing in the municipal area. Actions and projects in support of this strategy include the following:

- Establish satellite police stations in rural areas not currently served by such services;
- Establish community-policing forums;
- Support existing forums and their activities, including those focusing on the protection of farms.

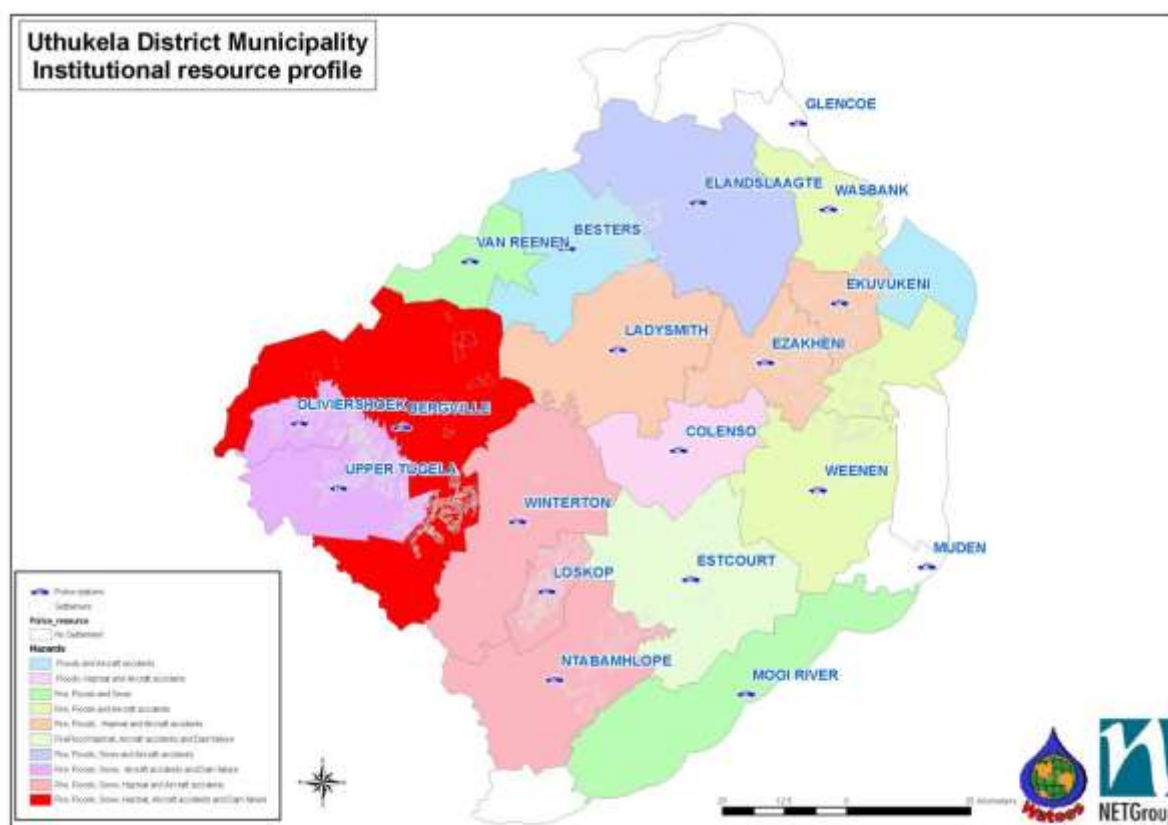
Devise and implement appropriate recovery mechanisms as part of the integrated approach to disaster management in the municipality in an effort to minimize the future potential of hazards, risks and vulnerability. Suggested actions and projects in this regard include the following:

- Provide sustainable and cost effective development;
- Encourage community empowerment, upliftment and self-development programmes;
- Evaluate recovery actions to minimize future threats;
- Continually re-evaluate the policies on disaster management.

- Floods;
- Snow;
- Hazmat;
- Road accidents;
- Dam failure;
- Aircraft accidents

The spatial distribution of these hazards was then compared to the spatial distribution of emergency services to assess the type of resources these institutions may need to respond to a potential incident and / or disaster. Firstly, it was assumed that road accidents could occur on any road and therefore all emergency services should be able to respond to car accidents. The remaining hazards were then used to compile the institutional resource profile map (See map below). This map indicates the types of relevant hazards found in each emergency service area of jurisdiction. The emergency services in these areas should therefore have measures in place to be able to respond to these potential disaster risks. It must also be considered that the patrol boundaries of police stations are not restricted by municipal boundaries and some emergency services might need to respond to emergency situations outside their area of jurisdiction.

Map 17: Uthukela institutional resource profile



2.1.11.7 TRAINING AND AWARENESS

The Disaster Management Plan indicates the need to create awareness amongst community members, taking into account that Okhahlamba is a disaster prone area. The municipality envisage to embark on awareness campaigns in the near future and will also be reviewing the plan.

2.1.11.8 FUNDING ARRANGEMENTS

The municipality has received funding (R2, 000,000) from the Department of Cooperative Governance and Traditional Affairs for a disaster management centre, which is envisaged to be erected next to the next to municipal licence station.

2.1.11.9 DISASTER MANAGEMENT: SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Disaster management plan in place. • The plan identifies various ventures that need to be pursued in order to curb down disasters • Funding received for Disaster management centre 	<ul style="list-style-type: none"> • Municipality is prepared to handle disaster • Review and update of DMP
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • Some communities are further than 20km away from emergency services • Level of vulnerability of communities with low socio-economic status is high • No awareness programmes in place 	<ul style="list-style-type: none"> • Impact of Climate change • Floods, erosion and fire

2.2 DEMOGRAPHIC CHARACTERISTICS

2.2.1 DEMOGRAPHIC INDICATORS

Statistics South Africa has recently released Municipal level Census information. This information will be used to analysis the trends in demographic and social economic profiles. The 2001 and the recently released Census 2011 information will be compared and contrasted against one another identifying traits and trends.

2.2.1.1 POPULATION

Okhahlamba experienced a negative growth on its population as the population size decreased from 137 924 in 2001 to 132 068 in 2011 recording a -0.43 negative growth (see table 13). This decrease in population can be attributed to various factors some of which include migration out of the municipality and the effects of the HIV/AIDS pandemic. This decline in population has significant implications particularly in development related issues.

However, it should be noted that the amount of households have increased for the same period from 26 756 to 27 576, which accounts for approximately 820 households. This is thus in contradiction with the decline in population numbers and can possibly be attributed to circular migration, where the head of the household might be working somewhere else and was not counted during the Census.

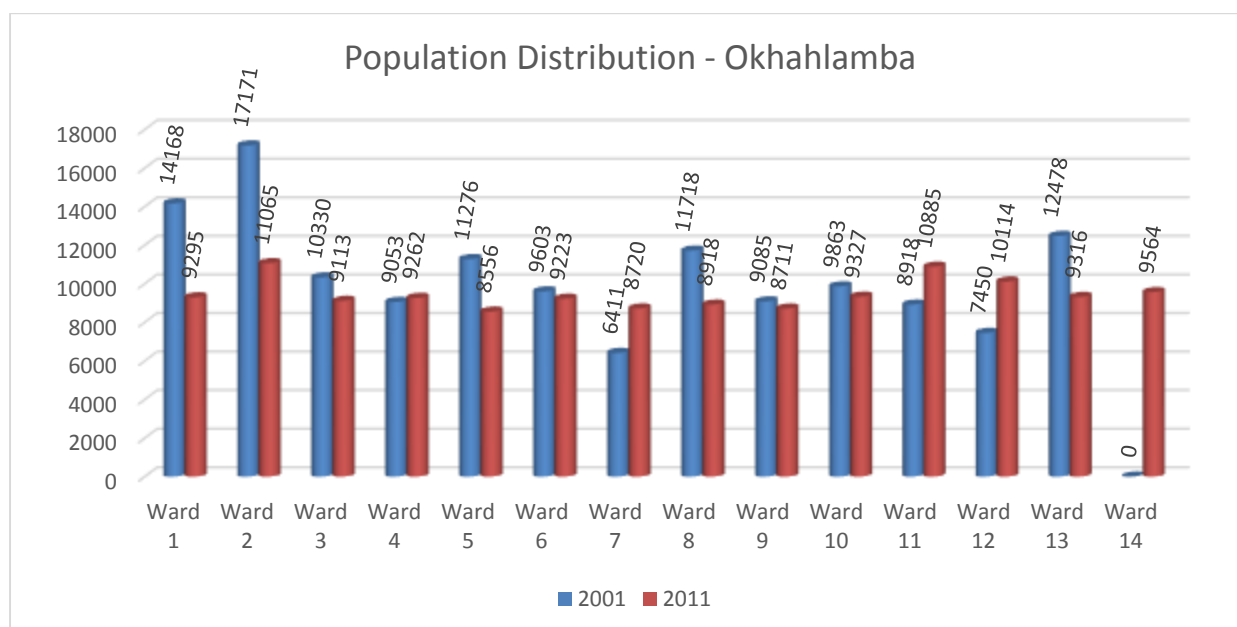
Table 10: Population of Okhahlamba (2001 - 2011)

Population characteristics	2001	2011
Population Size	137 924	132 068
Population Growth (%)	2.89	-0.43
Number of households	26 756	27 576
Average household size	4.9	4.8
Female headed households	51.2	53.8

Source: Stats SA, Census 2011

Population is unevenly distributed across 14 wards. Figure 1 depicts ward 2 as the ward, which had the greatest decrease in population over a period of 10 years.

Figure 1: Population Distribution per Ward

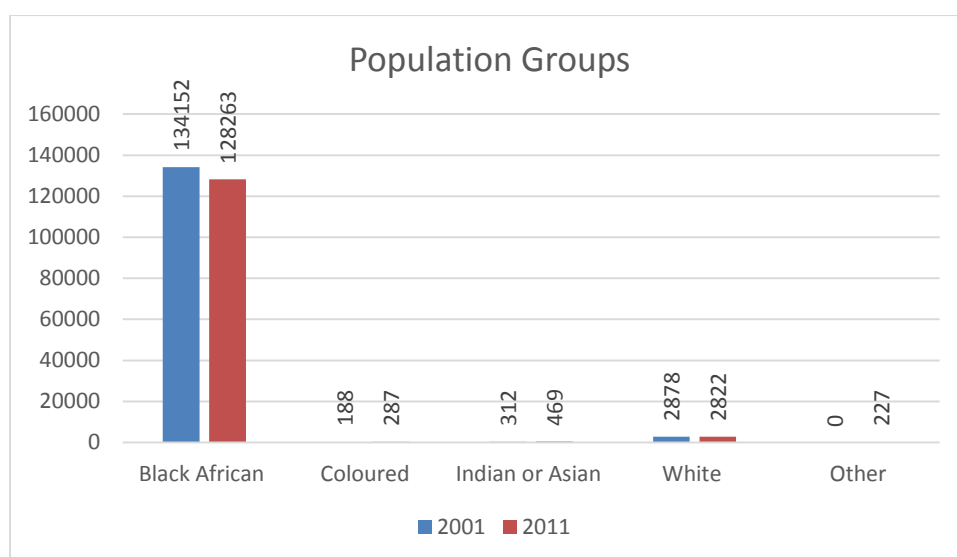


Source: Stats SA, Census 2011

2.2.1.2 POPULATION GROUPS

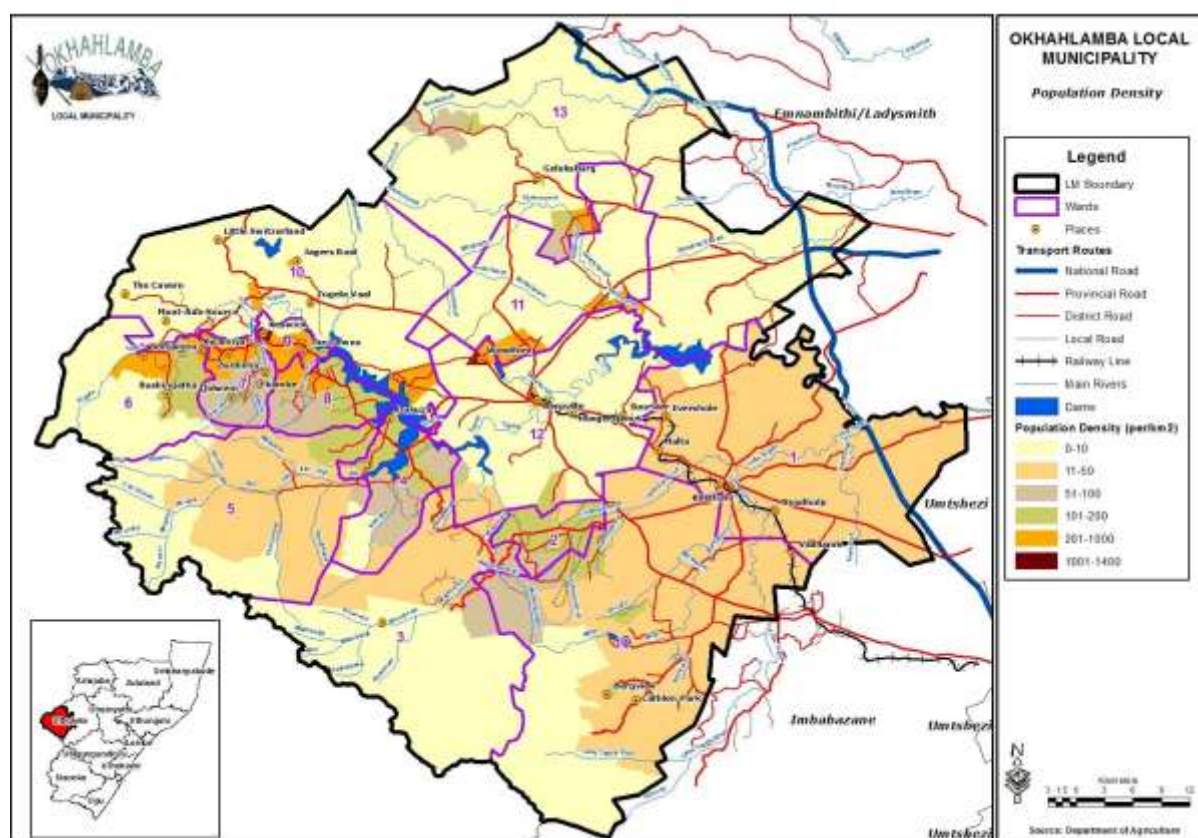
Figure 2 indicates population groups that form the majority of the population of Okhahlamba Municipality. It illustrates that the majority of population is formed by Black Africans and very few from the White population. This graph re-emphasises the decrease that has taken place between 2001 and 2011, however it is shown more specifically that it has been the Black Africans that have decreased in numbers and not so much the White population.

Figure 2: Population Groups



Source: Stats SA, Census 2011

Map 18: Population Density



The majority of the municipality in particular the northern area and the north-western and south-western boundaries (Drakensberg) is sparsely populated with a population density of less than 10 people per square kilometre (refer to map 18). Higher concentrations of people are found surrounding the towns of Bergville and Winterton and in the Traditional Authority areas along the

foothills of the Drakensberg. In terms of service delivery, the provision of services will be more cost effective in the established nodes, which are more densely populated and where economic opportunities could be enhanced.

2.2.1.3 AGE DISTRIBUTION

Table 11 and Figure 3 reflect the age structure of the Okhahlamba Local Municipality. The majority of the population is made up of individuals ranging from ages 0-35 (youth) and little ranging between 64 and 100. In 2001, 41.1% of the population were individuals under the age of 15 and in 2011 there was a decrease in this age group. The 15-64 age group increased from 54.1% in 2001 to 55.9% of the population in 2011. The older age group (64<) also increased from 4.8% to 4.9%.

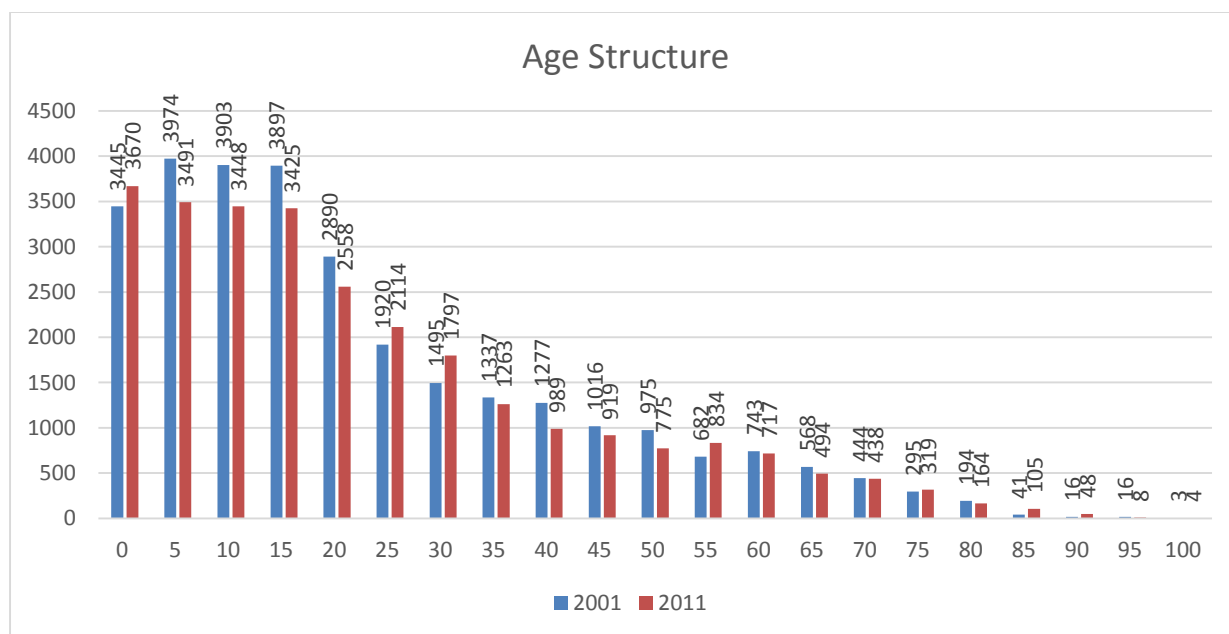
The Okhahlamba Local Municipality can be characterised with having a large youthful population, which implies the need for various facilities and focus on specific priority areas e.g. educational facilities, economic opportunities and possibly youth development programmes.

Table 11 : Age Profile of Okhahlamba

2001			2011		
>15	15-64	64<	>15	15-64	64<
41.1	54.1	4.8	39.2	55.9	4.9

Source: Stats SA, Census 2011

Figure 3: Age Structure of Okhahlamba Local Municipality



Source: Stats SA, Census 2011

2.2.2 GENDER PROFILE

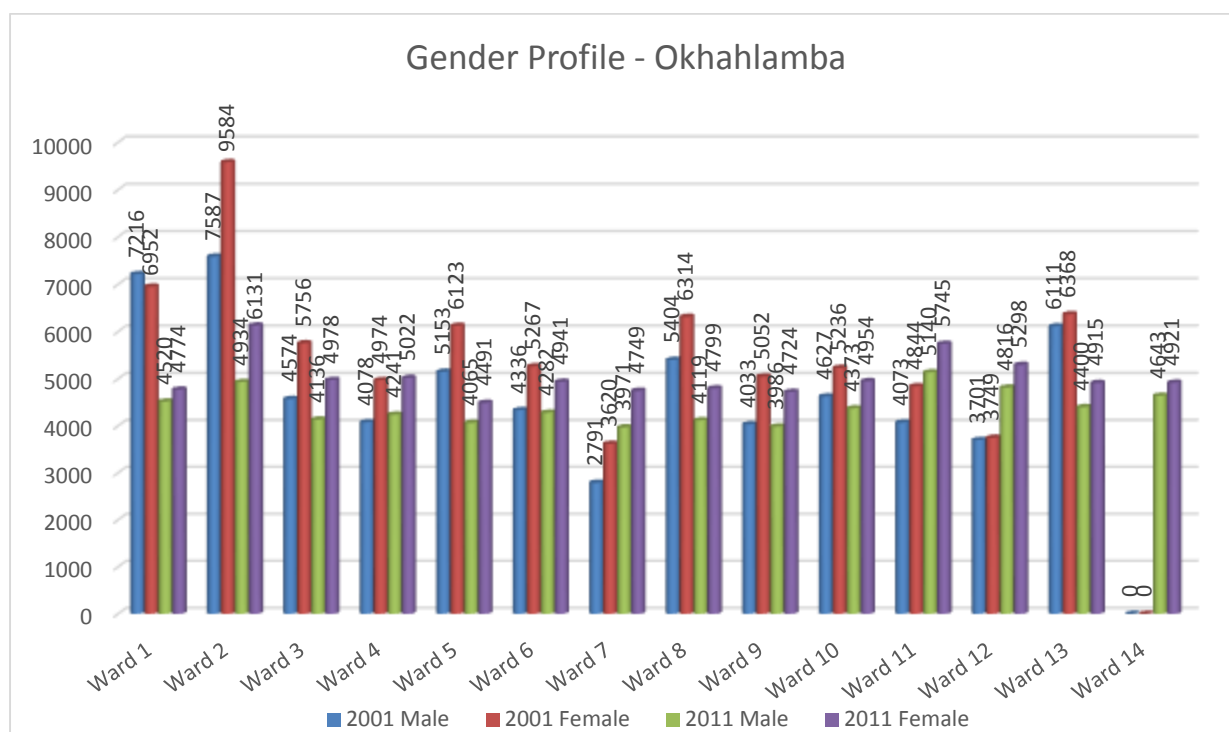
Table 12 shows the sex ratio between males and females in the Okhahlamba Local Municipality. It is seen that in 2001 and in 2011 there were more females than males. However, in 2011 the proportion of males to females increased by 0.9%.

Table 12. Sex Ratio- Okhahlamba Municipality

Males per 100 Females	
2001	2011
86.6	87.5

Source: Stats SA 2001 and 2011

Figure 4: Gender Profile Per Ward



Source: Stats SA 2001 and 2011

The above graph illustrates gender distribution in Okhahlamba Local Municipality and shows the gender profile of each ward within the municipality. The data reflects an uneven gender distribution. Generally, there has been a decrease in both males and females between 2001 and 2011. However more specifically there has been a greater decrease in males in each ward between 2001 and 2011. This applies for all wards except wards 4, 7, 11, 12 and 14. These wards have had an increase in both males and females between 2001 and 2011. The most significant increase seen is ward 14.

2.2.3 KEY FINDINGS

Following is a summarized key findings of the demographic analysis:

- Okhahlamba experienced a negative growth in its population as the population size decreased from 137 924 in 2001 to 132 068 in 2011 recording a -0.43 negative growth;
- Ward 2 is found to have had the greatest decrease in its population;
- The number of households increased between 2001 and 2011, which might suggest circular migration;
- Wards 4,7,11,12 and 14 are the only wards which have had an increase in population between 2001 and 2011;
- Majority of Okhahlamba population is formed by Black Africans and very few from the White population;
- Bergville, Winterton and Traditional Areas around the foothill of the Drakensberg are seen to have higher concentrations of people;
- Majority of the population is made up of individuals ranging from ages 0-35 (youthful population);
- There are more females than male in Okhahlamba;
- 53, 8% are female dominated households.

2.3 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

2.3.1 MUNICIPAL TRANSFORMATION

2.3.1.1 EMPLOYMENT EQUITY

Okhahlamba has developed and implemented an Employment Equity Plan, as required by the Employment Equity Act, Act 55 of 1998. The plan is a guideline to the council and the management, particularly in some of the more sensitive areas of implementing Employment Equity.

Figure 5: Demographic profile of employees

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	24	0	0	0	6	0	0	1	0	0	31
Senior management	11	0	0	0	7	0	0	0	0	0	18
Professionally qualified and experienced specialists and mid-management	7	0	0	0	10	0	0	1	0	0	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	27	0	0	0	19	1	0	3	0	0	50
Semi-skilled and discretionary decision making	19	0	0	0	22	0	0	0	0	0	41
Unskilled and defined decision making	7	0	0	0	21	0	0	0	0	0	28
TOTAL PERMANENT	95	0	0	0	85	1	0	5	0	0	186
Temporary employees	11	0	0	0	23	0	0	0	0	0	34
GRAND TOTAL	106	0	0	0	108	1	0	5	0	0	220

Source: Okhahlamba Employment Equity Plan (2012-2016)

The main objective will be to focus on implementing the Employment Equity Plan to achieve a staff profile that will, within set timeframes, proportionally reflect the demographic composition of the area. The duration of this plan is for a 5 year period, to cover from 01 July 2012 to June 2016.

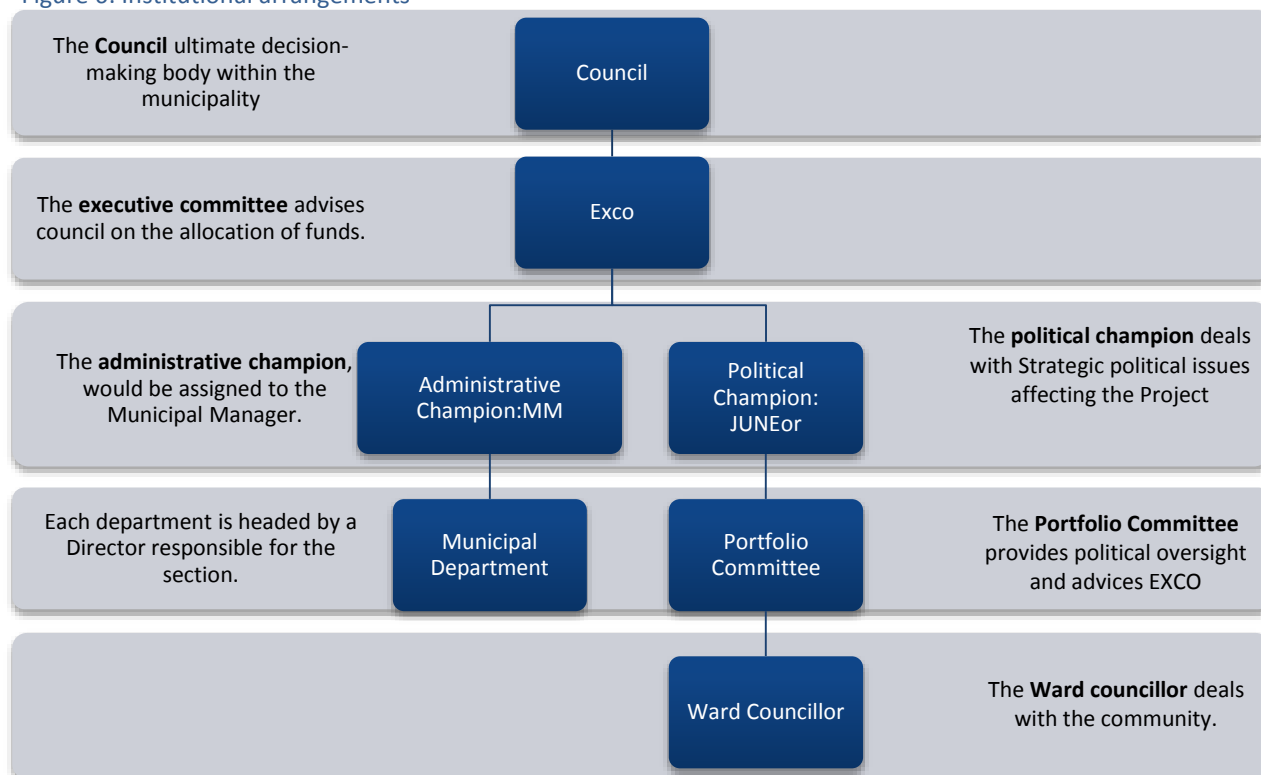
The municipality is committed to achieving equity in the workplace by promoting equal opportunity and fair treatment in employment. To this end, the municipality aims to eliminate all unfair discrimination and implement affirmative action measures to redress the disadvantages in employment experienced by designated groups and to ensure their equitable representation throughout the workforce. The municipality has reviewed and adopted its Skills Development Plan, in line with the Skills Development Act.

2.3.2 ORGANISATIONAL DEVELOPMENT

2.3.2.1 INSTITUTIONAL ARRANGEMENTS

The following structure indicates decision-making hierarchy in the municipality.

Figure 6: Institutional arrangements



The following portfolio committees are functional within the municipality:

- Social;
- Finance;
- Planning and building; and
- Corporate.

2.3.2.2 POWERS AND FUNCTIONS

The powers and functions allocated to the Okhahlamba Local Municipality and Uthukela District Municipality are presented below.

Schedule 4 Part B	Function Allocated to Okhahlamba Municipality	Function Allocated to District Municipality
Air pollution	YES	
Building regulations	YES	
Child care facilities	YES	
Electricity and gas reticulation	NO	NO
Fire-fighting services	NO	YES
Local tourism	YES	
Municipal airports	YES	
Municipal planning	YES	
Municipal health services	NO	NO
Municipal public transport	YES	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	YES	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	YES	
Storm water management systems in built-up areas	YES	
Trading regulations	YES	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	NO	YES

Schedule 5 Part B	Function Allocated to Okhahlamba Municipality	Function Allocated to District Municipality
Beaches and amusement facilities	YES	
Billboards and the display of advertisements in public places	YES	
Cemeteries, funeral parlours and crematoria	YES	
Cleansing	YES	
Control of public nuisances	YES	
Control of undertakings that sell liquor to the public	YES	
Facilities for the accommodation, care and burial of animals	YES	
Fencing and fences	YES	
Licensing of dogs	YES	
Licensing and control of undertakings that sell food to the public	YES	
Local amenities	YES	
Local sport facilities	YES	
Markets	YES	
Municipal abattoirs	YES	
Municipal parks and recreation	YES	
Municipal roads	YES	

Schedule 5 Part B	Function Allocated to Okhahlamba Municipality	Function Allocated to District Municipality
Noise pollution	YES	
Pounds	YES	
Public places	YES	
Refuse removal, refuse dumps and solid waste disposal	YES	
Street trading	YES	
Street lighting	YES	
Traffic and parking	YES	

Departments within the municipality include the Finance Department; Social & Economic Development Department; Corporate Services and Technical Services Department, as indicated below.

Table 13: Departments within the municipality

Department	Sub-directorates
Corporate services	Human resource; Technology, Legal and contracts; Administration
Financial services	Supply Chain Management; accountant (expenditure & compliance); accountant (income)
Technical services	Community services, infrastructure/roads/storm drainage, housing, MIG project management
Social and economic services	Community services, Tourism, LED/Planning

2.3.2.3 ORGANISATIONAL STRUCTURE / ORGANOGRAM

The Organizational Structure of Okhahlamba Municipality has been reviewed. The emphasis of the review is to ensure that there is a balance maintained in areas of the strategic management, support and delivery functions. Secondly, the review was aimed at strengthening the Financial Services Departments where major weaknesses have been identified.

Okhahlamba Municipality has four departments. Each department is headed by a director who is a Section 57 employee (meaning that he/she is on a five-year employment contract and a yearly performance agreement and reports directly to the Municipal Manager). The Municipal Manager is assisted by Internal Audit and the IDP/PMS Manager in meeting his accountability requirements as prescribed in the MFMA.

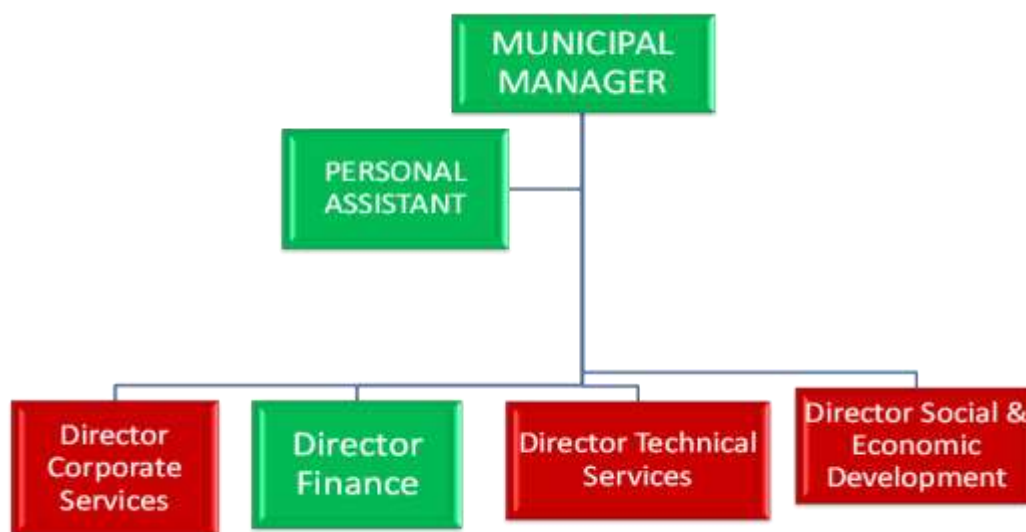
Table 14: Staff complement

Department	No of posts filled	No of posts vacant	Total posts
Office of the MM	6	3	9
Corporate services	27	2	29
Financial services	17	6	23
Technical services	68	8	74
Social services	21	8	28
TOTAL NUMBER OF STAFF			163

Staff complement as at June 2012

Figure 7 indicates the high-level organogram. Okhahlamba is still in the process of finalising the 2013/2014 organogram.

Figure 7: Organogram



2.3.2.4 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

Critical posts in the municipality that are filled, are as follows:

- Municipal Manager;
- Director Technical Services;
- Director Social and Economic Development;
- Director Finance (Chief Financial Officer);
- Internal auditor.

The only critical post not filled, is that of the Director Corporate Services. This position has been advertised but has not been filled yet. The position for the IDP/PMS Manager had to be re-advertised, but no appointments have been made.

2.3.2.5 HUMAN RESOURCE DEVELOPMENT

The municipality has a Human Resource Policy in place and being implemented. Section 67 of the Municipal Systems Act requires the Municipality, amongst other things, to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, in accordance with the applicable law and subject to any applicable collective agreement. The policy is thus intended to create a framework for decision-making in respect of human resources management in the Municipality. It attempts to establish a set of rules for the consistent interpretation and application of collective agreements and legislation governing human resources management in the Municipality.

2.3.3 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Existing municipal organogram • Providing experiential training(In-service /Unemployed graduates • Appointment of an IT Officer • OHS functioning committee • VIP system in place(HR) • Filling of the vacant positions(structure) • Workplace Skills Plan 	<ul style="list-style-type: none"> • No job descriptions (some of the employees) • Non appointment of Director Corporate • Loss of information due to negligence • Employees unethical behavior and conduct • Attendance register • No assemble point • No IDP/PMS manager
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • DOL's grants /learnership (unemployed) LGSETA • Availability of study opportunities(bursaries) • Awareness Campaigns(Life skills) • Municipal policies in place(guiding documents) • Youth office(assist youth) • Submission of ATR 	<ul style="list-style-type: none"> • Labour turnover • Improper career pathing (staff members) • HIV/AIDS pandemic • Illiterate youth around okhahlamba • High rate of unemployment(crime) • Unethical behavior/conduct

2.4 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

The municipality is experiencing challenges regarding infrastructure mainly due to the lack of funding for this purpose as well as the rural nature of the Municipality. The current funding that is utilized mainly for the infrastructure development is obtained from the Municipal Infrastructure Grant, which is allocated by the Department of Corporate Governance and Traditional Affairs. The infrastructure is predominantly for roads, community structures and electrification. However, there are noticeable backlogs that still need to be quantified for the Municipality to address these backlogs effectively.

2.4.1 WATER & SANITATION

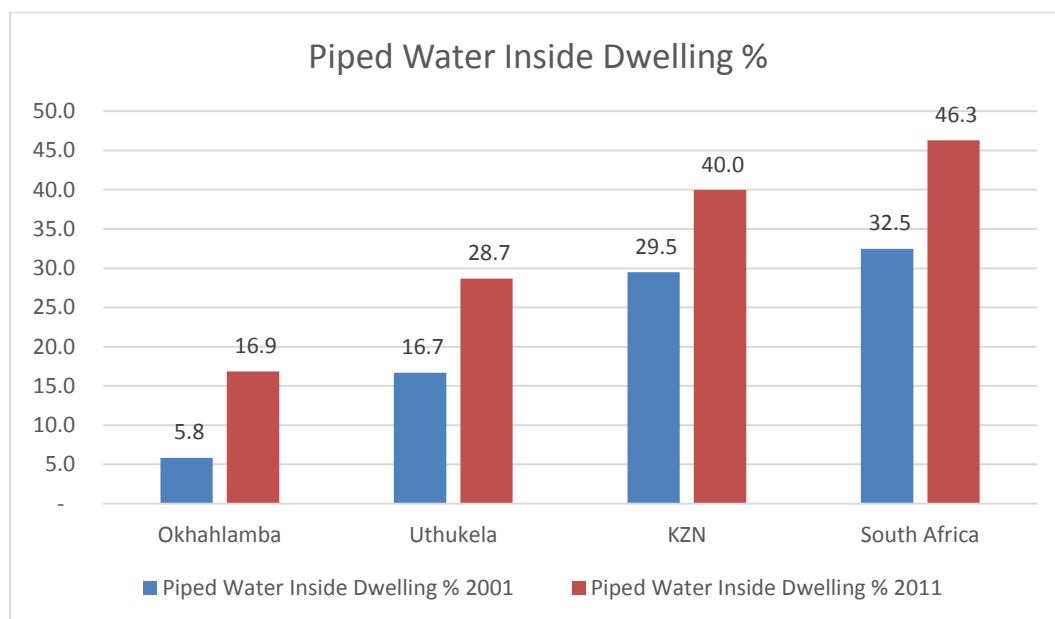
2.4.1.1 WATER

Water and sanitation services fall under the powers and functions of the District Municipality and is the core function of uThukela district municipality. The Municipality is constantly engaged in discussions with uThukela District Municipality as a Water Service Authority to get information on progress regarding this function. The district's primary objective is to extend potable water and sanitation services throughout the district by eliminating the backlogs and also to maintain and ensure sustainability of the existing water and sanitation infrastructure.

UThukela District Water Services has developed a Water Services Development Framework since it is responsible for water and sanitation services delivery in the district. This was done in terms of the powers and functions stipulated in the Municipal Structures Act No.117 of 1998; Chapter 5. The main

objective of the municipality is to ensure the quality of drinking water in the region is improved in as far as the blue and green drop is concerned.

Figure 9: Piped Water inside Dwelling



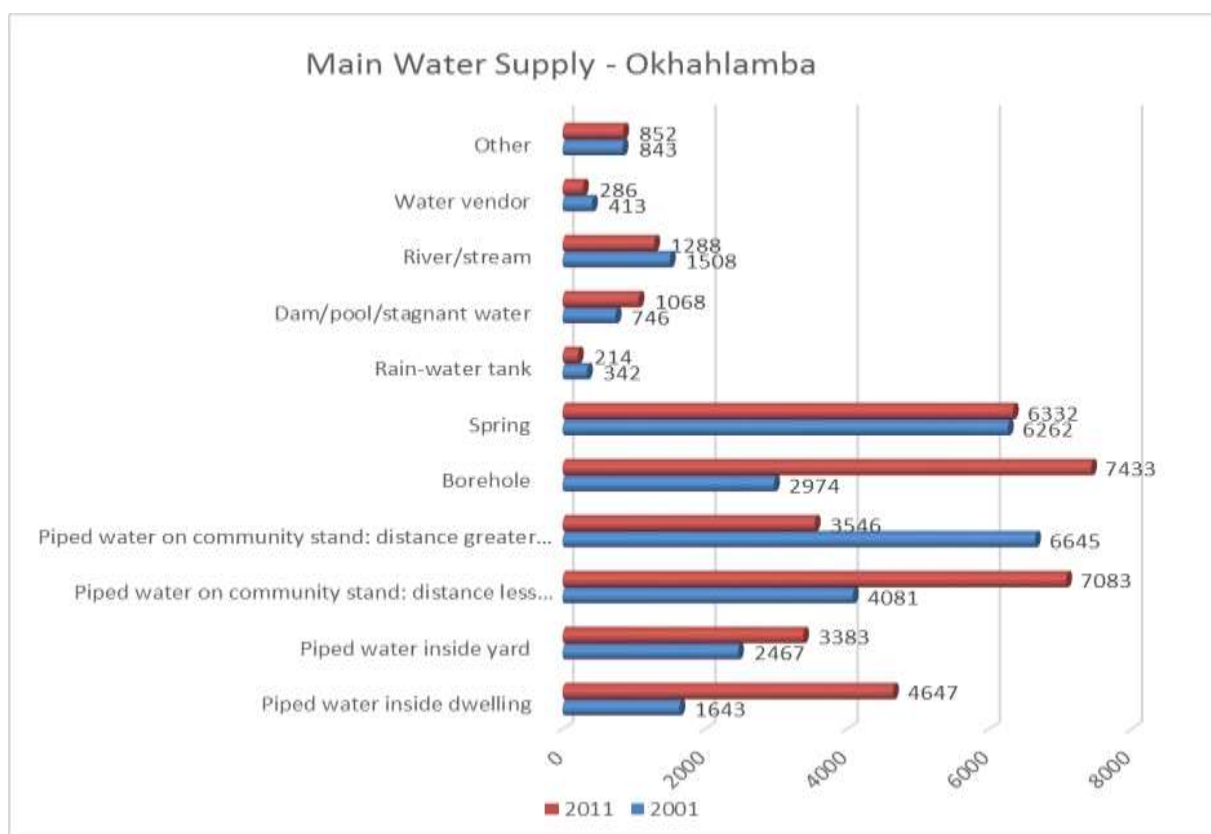
Source: Statistics SA, Census 2011

Figure 9 indicates that the number of households with piped water inside dwelling increased from 5.8% in 2001 to 16% in 2011. However, this was lower compared to the district, provincial and national average. In 2011, 28.7% households in UThukela District, 40% in Kwa-Zulu Natal Province and 46.3% in South Africa had piped water inside dwelling. This is indicative that Okhahlamba is facing water backlogs. Statistics indicate that in 2011, Okhahlamba Local Municipality had 28 508 household of which 12 567 did not have access to safe water supply. It is indicated that in 2011 there was a water backlog of approximately 44, 08%.

In summary, there has been a general increase in access to water between 2001 and 2011, despite high water backlogs (figure 10):

- There is still reliance on boreholes (20%) and springs (19%) in Okhahlamba as sources of water.
- Access to piped water on community stand was 29% in 2011.
- Piped water inside yard was 9% in 2011.
- Piped water inside dwelling was 16% in 2011.

Figure 10: Main Water Supply



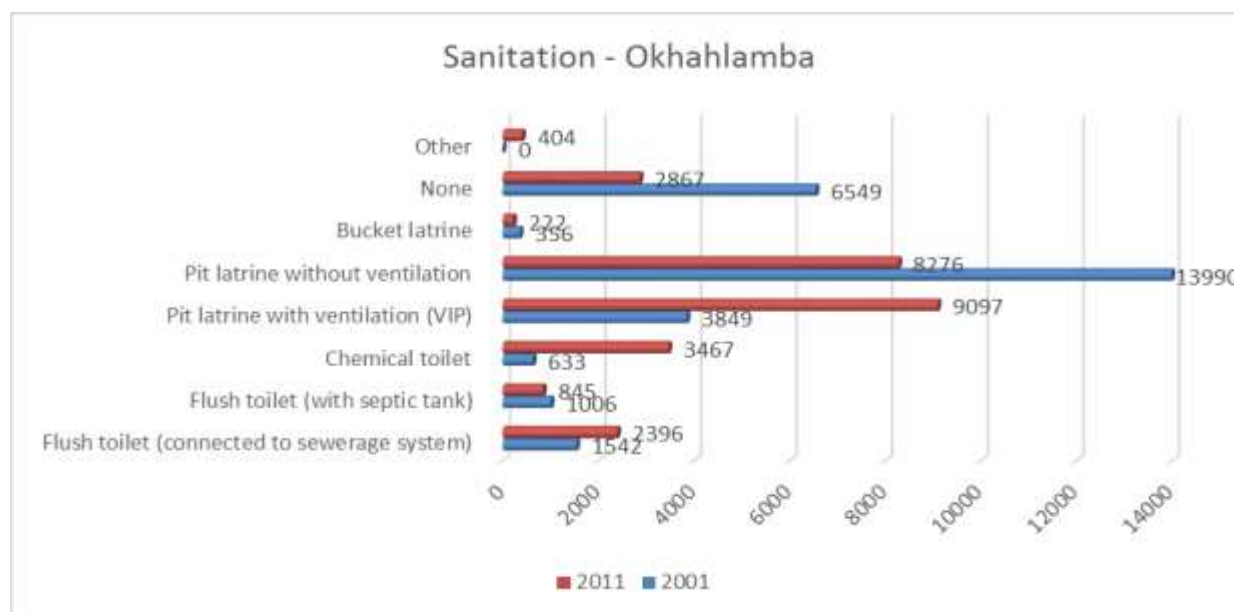
Source: Stats SA, Census 2011

2.4.1.2 SANITATION

Sanitation is one of the core functions of uThukela district municipality. In the previous financial year, 6 504 new households were provided with appropriate sanitation services in the form of VIP Latrines. During the implementation of sanitation projects, 5 298 local community members were employed for the duration of the projects and some of them were also empowered with new skills such as building and project management. The appropriate sanitation services backlog as at the end of June 2011 was 22.85 %. This translates to 31 907 households that do not have appropriate sanitation services

The figure below illustrates the number of people with access to sanitation in Okhahlamba according to Census 2011 data. It indicates that the majority of households (75%) does have access to a basic level of sanitation service, of which 30% predominantly use pit latrines, 32% use VIP (ventilated improved pit latrine), 8% have flush toilets, 12% have chemical toilets. The sanitation backlog in Okhahlamba is approximately 22.57% which is about 6 435 households that do not have access to appropriate sanitation facilities.

Figure 11: Sanitation



Source: Statistics South Africa: CS 2011 and 2001

2.4.2 SOLID WASTE MANAGEMENT

The District municipality has finalized the Integrated Waste Management Plan and is providing strategies in addressing the backlogs in refuse collection, both at district and local levels. Less capacitated local municipalities are expected to initiate a community based refuse collection service in order to address this challenge. The municipality is also implementing the free basic solid waste for the indigent. The municipality's landfill site is situated in Bergville and covers Bergville and Winterton. It was established in 1975, but has no permit and is thus illegal.

Waste quantities indicated in the IWMP indicates that the majority of waste generated is by business, followed by domestic waste.

Figure 12: Waste Quantities and Characteristics (wastes quantities in tons per annum) in Okhahlamba Local Municipality

	WASTE SOURCES	Domestic	Business	Industrial	Medical	Mining
WASTE QUANTITIES						
Generated		624	5 748	None	26	None
Collected		624	5 748	None	26	None
Stored		None	None	None	None	None
Recycled		None	None	None	None	None
Treated		312	1 817	None	26	None
Disposed		312	3 931	None	26	None

Source: uThukela Waste Management Plan as in Okhahlamba IWMP

Okhahlamba Local municipality operates a Waste Treatment Site situated in Cathkin Park. The waste is collected, transported to the site and is then burnt. This site was constructed in 2001 and is operational for eight hours of the day.

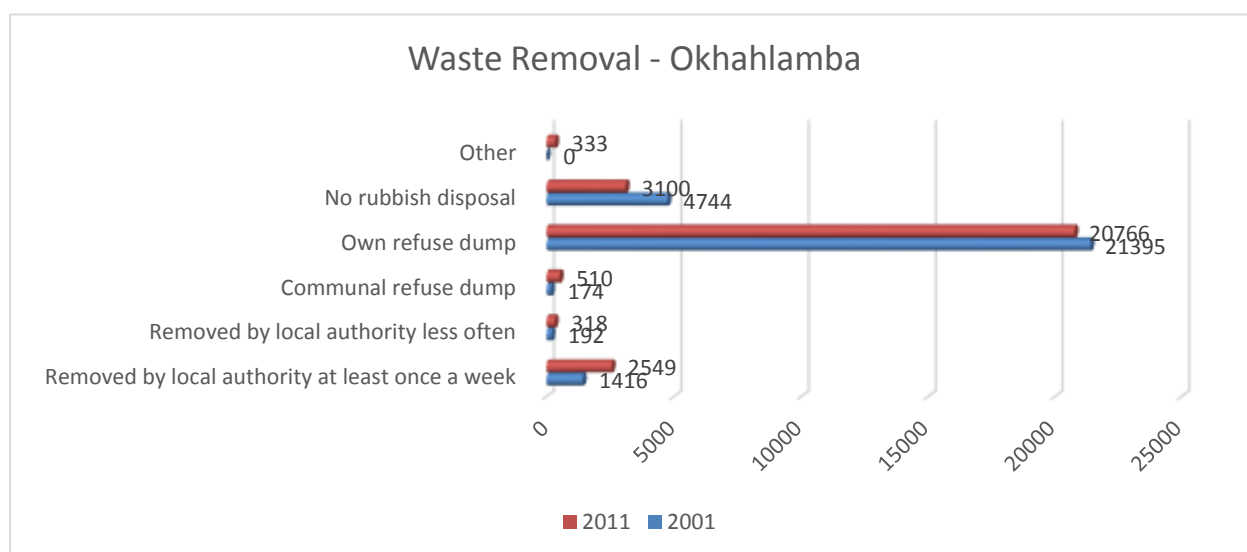
Figure 13: Waste Treatment facility

DESCRIPTION	EMNAMBITHI	IMBABAZANE	INDAKA	OKHAHLAMBA	UMTSHEZI
Name	None	None	None	Bergville	None
Geographic Location	None	None	None	Cathkin Park	None
Type of Treatment	None	None	None	Incineration	None
Year of Construction	None	None	None	2001	None
Capacity	None	None	None	NR	None
Throughput	None	None	None	NR	None
Hours of Operation	None	None	None	8	None
Input & Output Chart	None	None	None	None	None
Residue Characteristics	None	None	None	Ash	None
Enviro Monitoring Programme	None	None	None	Monthly	None
Environmental Impact	None	None	None	None	None
Permit Certificate	None	None	None	None	None

Source: uThukela Waste Management Plan as in Okhahlamba IWMP

The statistics of below indicate that the majority of the population (75%) use their own refuse dumps and that the local authority barely provides for the removal of solid waste (figure 14). Approximately 11% of households do not have any rubbish disposal. This poses serious challenges in respect of environmental health and possible pollution of water sources.

Figure 14: Waste removal



Data Source: Statistics South Africa: CS 2011 and 2001

2.4.3 TRANSPORTATION INFRASTRUCTURE

Okhahlamba Municipality has a well-established road network servicing all settlements (map 19). The N3 runs along the eastern boundary of the municipality and provides linkages between Durban and Johannesburg. There are also a number of key provincial roads, which service the area.

The R74 is the main road providing linkages to Pietermaritzburg and the Free State and R616 provides linkages to Ladysmith, the N3 and the N11. The R600 links Cathkin Park to Winterton and the N3. The P10 creates a loop around the R74 providing access to areas such as Cathkin Park. The main roads within Okhahlamba, as mentioned above are surfaced, however there are many unsurfaced roads running throughout the municipality. (UThukela Public Transport Plan).

2.4.3.1 ROAD CLASSIFICATION

Four types of road classes have been identified according to the KwaZulu-Natal Department of Transport database. This classification is as follows:

2.4.3.1.1 NATIONAL ROADS

These roads denoted with the prefix 'N' e.g. N11 and are primarily the responsibility of the Department of Transport and are maintained through the South African National Roads Agency. The N3 runs along the western boundary of the Municipality exiting at Van Reenen and is the main route between Durban and Gauteng.

2.4.3.1.2 PROVINCIAL MAIN ROADS

These are higher order provincial roads all with the prefix 'P' e.g. P47-3. There is a further breakdown of this class into types of main roads, each type meeting certain requirements pertaining to traffic volumes, freight requirements and so forth and hence not all main roads are surfaced roads. The Department of Transport also uses another classification system and therefore some provincial roads are also referred to as Routes (R). In the case of Okhahlamba, the R74 is also referred to as the P11 and P340, the R616 is the P30, and R600 is the P181 and P212.

The R74, which runs from the N3, through Winterton and Bergville and exits the Municipality at Oliviershoek Pass is also an important transportation route through the municipality, providing access to the Drakensberg and serving as an alternate route to the Free State.

2.4.3.1.3 PROVINCIAL DISTRICT ROADS

All these roads are the responsibility of the Department of Transport and the majority is not surfaced. Again, there is a further breakdown into types of district roads, each allocated different design and maintenance specifications. These roads normally have a prefix 'D' e.g. D373.

2.4.3.1.4 PROVINCIAL LOCAL ROADS

Formerly, these were known as "Community Access Roads" and are classified as third order roads with minimum design requirements.

In this class there is a further breakdown into two types, namely gravel and earth roads (tracks). These roads generally have a prefix 'A'.

2.4.3.2 ACCESSIBILITY

A country's road network has an important role to play in economic and social development. Areas with inadequate transport systems limit access to economic and social opportunities. Without the means to generate income and improve the quality of life, such communities remain poverty stricken. Rural poverty, in particular has been linked to the isolation of communities from economic centres. There is thus a relationship between poverty and the lack of adequate transportation systems. The effect of the topography on the operation of public transport is especially restrictive in the Okhahlamba area where the foothills of the Drakensberg are predominant features with roads having steep inclines and grades, and roads crossing rivers at low level crossings. Rainfall also has an effect on the operation of public transport due to flooding of these river crossings in summer. (UThukela Public Transport Plan 2005 - 2010).

2.4.3.3 ROAD CONDITION

The following situation persists in respect of the condition of roads (map 20):

- Most of the roads in OLM are gravel,
- Some of the tarred roads are dilapidated with potholes and storm water is also an issue.
- There are only few pedestrian crossing facilities are available and non-motorized transport facilities are non-existing.
- Some of the bridges are washed away due to flooding.
- Access management is a problem.
- Road safety is a problem.

The following table indicates road type and length of roads in Okhahlamba.

Table 15: Road surface type and length

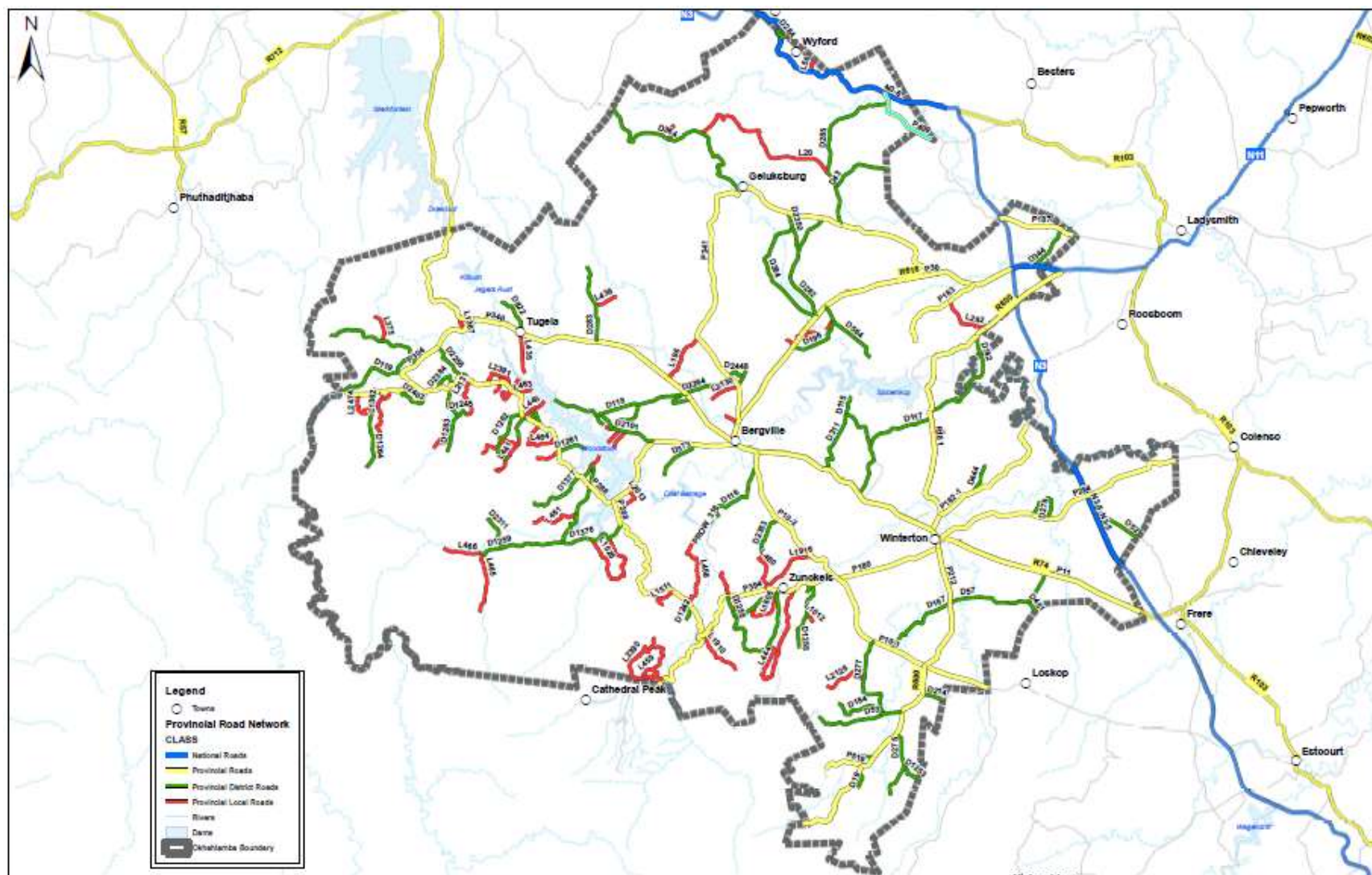
ROADS	Blacktop	Concrete	Gravel
National	28	108	0
Provincial	385	0	65
District	95	0	276
Local	8	0	192
TOTAL	513	108	533

Source: Okhahlamba Roads Masterplan, 2012

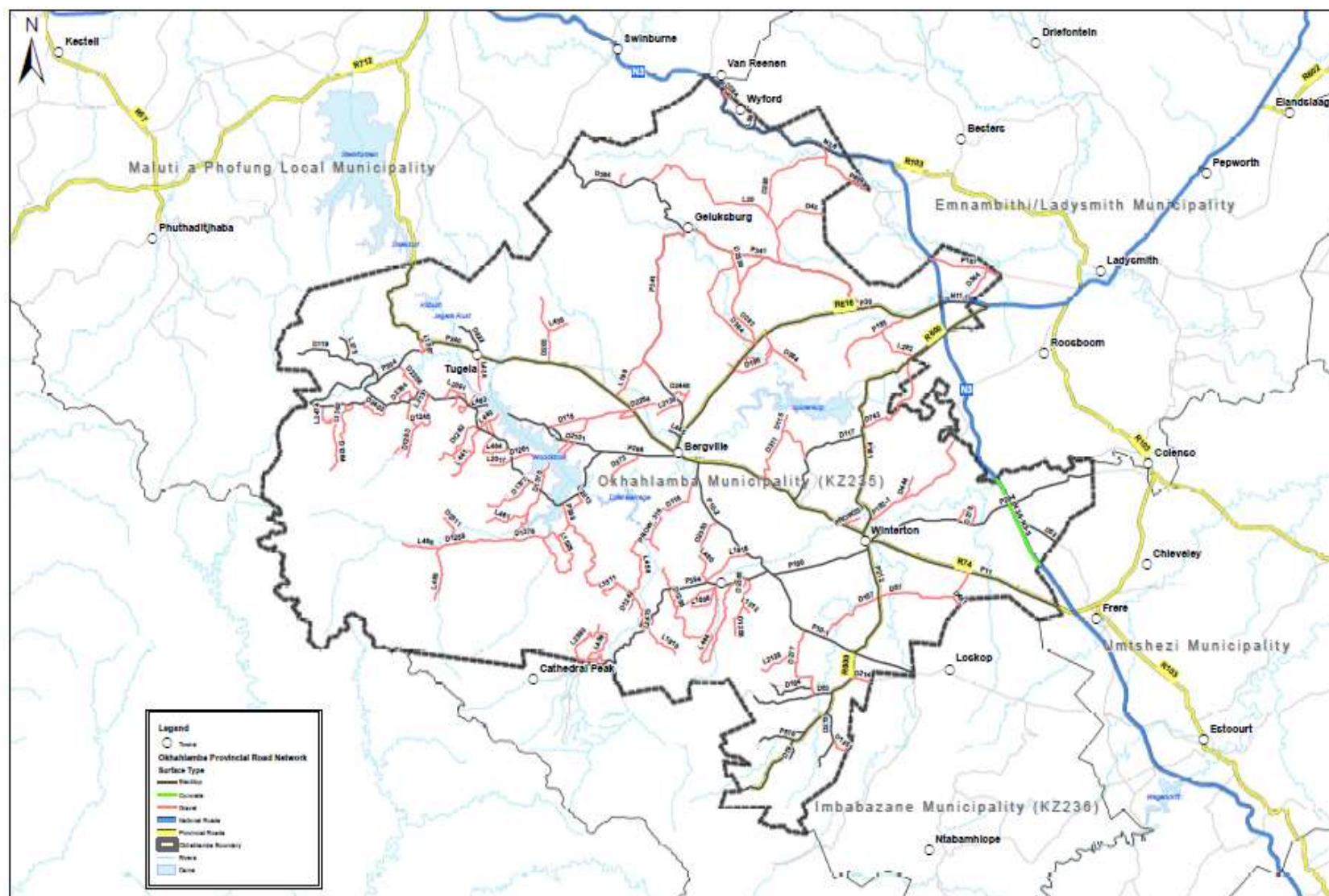
2.4.3.4 PUBLIC TRANSPORT

As many of the community do not have their own motor vehicles, public transport is essential in providing mobility and accessibility of these communities to socio-economic facilities. Transportation within the Municipality is almost exclusively achieved through the use of road vehicles.

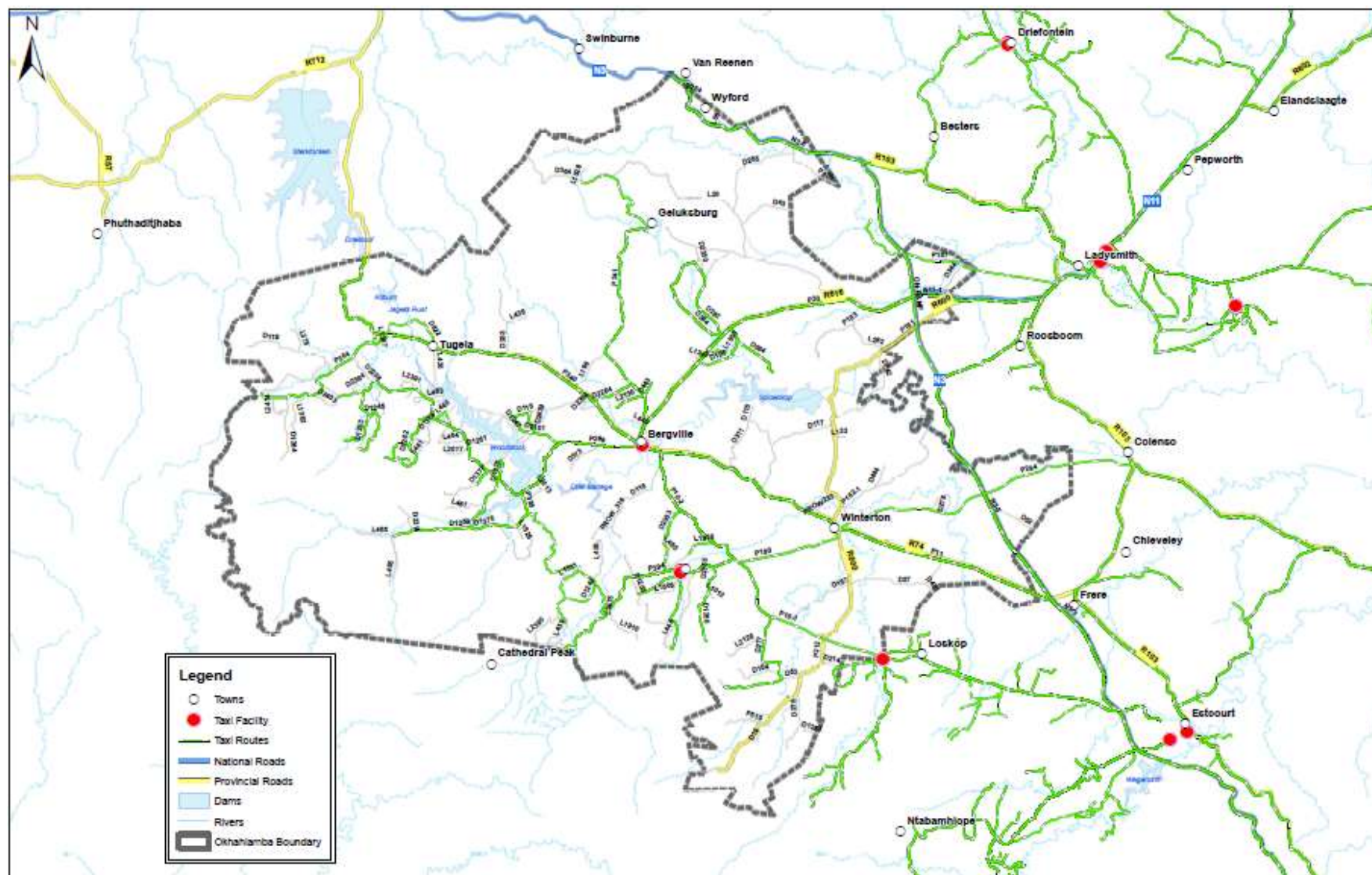
Map 19: Transport Network and classification



Map 20: Road condition



Map 21: Public transport facilities



Categories of transport are as follows:

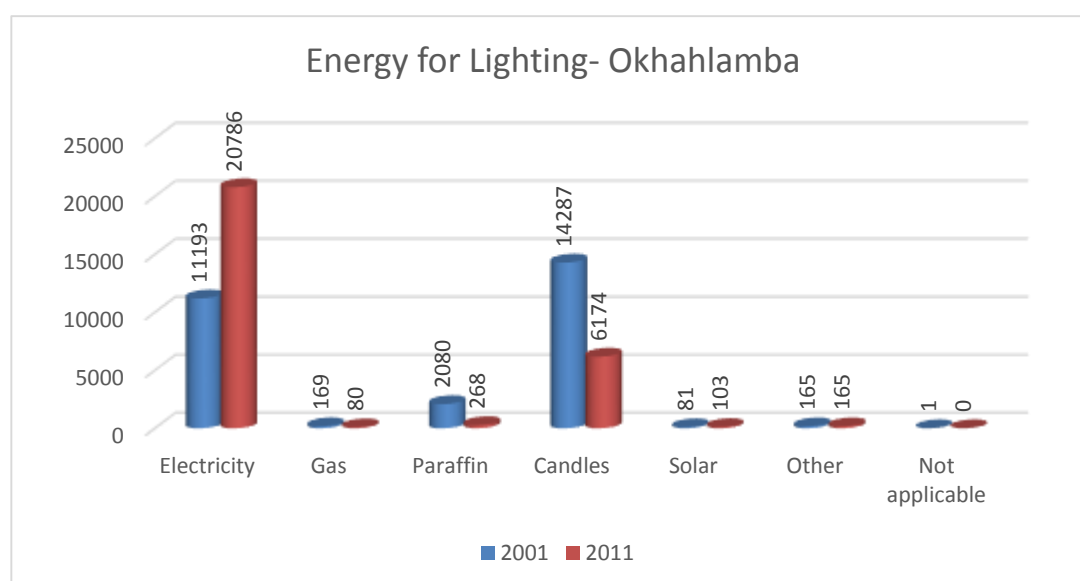
- Public Transport – Taxis
- Private Transport – Passenger Vehicles
- Private Transport – Trucks

There are two public transport facilities catering for minibus taxis within Okhahlamba located in Bergville and Emmaus (map 21). There are no facilities for buses, with the nearest bus rank being located in Ladysmith. The uThukela Public Transport Plan (2005 – 2010) identifies that investigations are required with regard to the upgrading of existing minibus-taxi facilities in Bergville and Emmaus. A new minibus-taxi facility is also being considered for Winterton.

2.4.4 ENERGY

The figures below illustrate energy use for lighting, heating and cooking. The graphs illustrate that electricity use has increased from the year 2001 to year 2011 where lighting, cooking and heating are concerned. In figure 15, it is seen that the majority used candles for lighting in 2001 and very little use gas or solar energy. In 2011, there has been a decrease in the number of people using candles and an increase in the use of electricity (75% use electricity and 22% use candles). This indicates that between the year 2001 and 2011 people of Okhahlamba Local Municipality had been supplied with electricity.

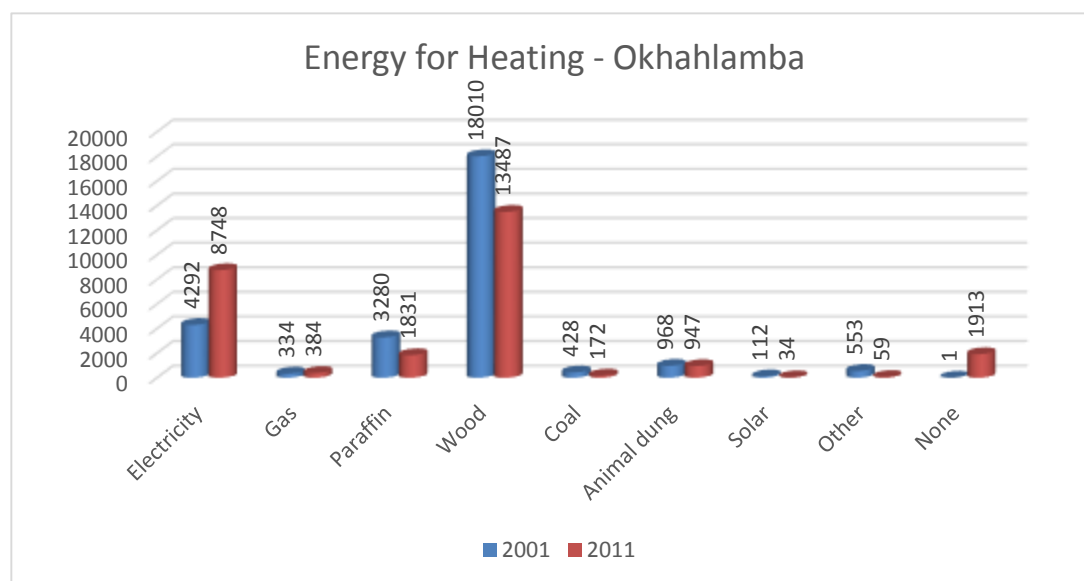
Figure 15: Energy for Lighting



Source: Statistics South Africa: 2011

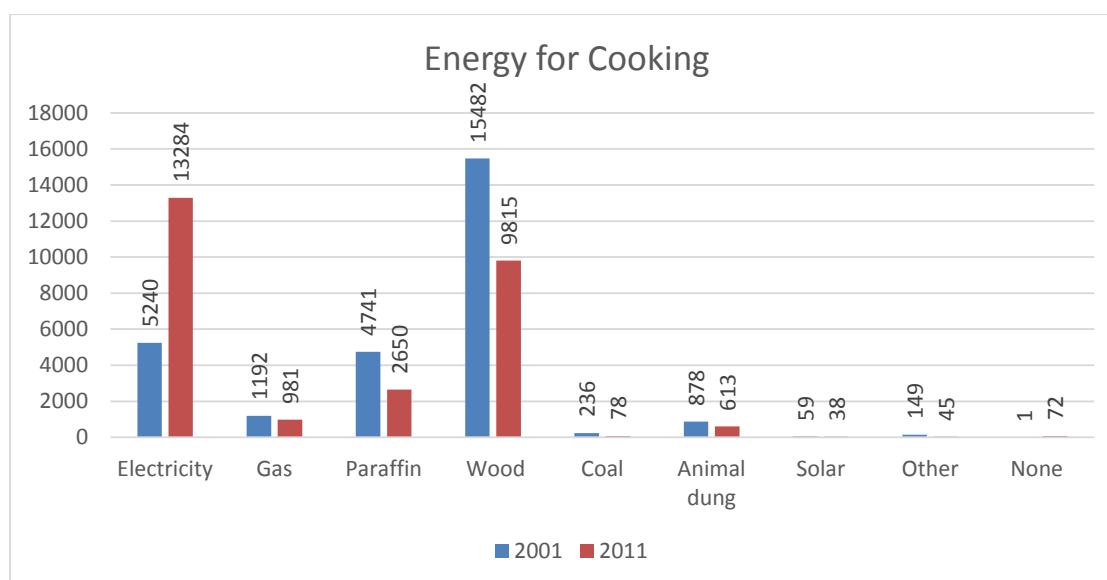
Figure 16 illustrates energy use for heating. This figure indicates that wood is used by the majority of households (49%) although there has been a decrease in the number of people that use wood. Electricity is used by a smaller percentage of households (38.7%), however this does not imply that the majorities do not have access to electricity but rather may imply that the people use alternative energy for sources for heat.

Figure 16: Energy for Heating



Source: Statistics South Africa: 2011

Figure 17: Energy for cooking



Source: Statistics South Africa: 2011

Figure 17 indicates energy used for cooking. It is seen that in 2001, the majority of the population used wood to cook (35.6%), while in 2011 there was a decrease in the percentage of people using wood and an increase in the use of electricity (48%).

The three figures show that the majority of people in Okhahlamba Local Municipality use mostly electricity to cook and for lighting and use less electricity for heating. The graphs also show that between the year 2001 and 2011 there has been an increase in the number of people using electricity, which implies that more people had access to electricity.

Eskom supplies electricity to the Okhahlamba municipality. Electrical infrastructure covers the majority of the municipal area, as indicated below. Eskom is expecting future loads around Cathkin developments as follows:

- Inkungu Dev 300kVA
- Champagne H&R 600kVA
- Invuba 1.5MVA

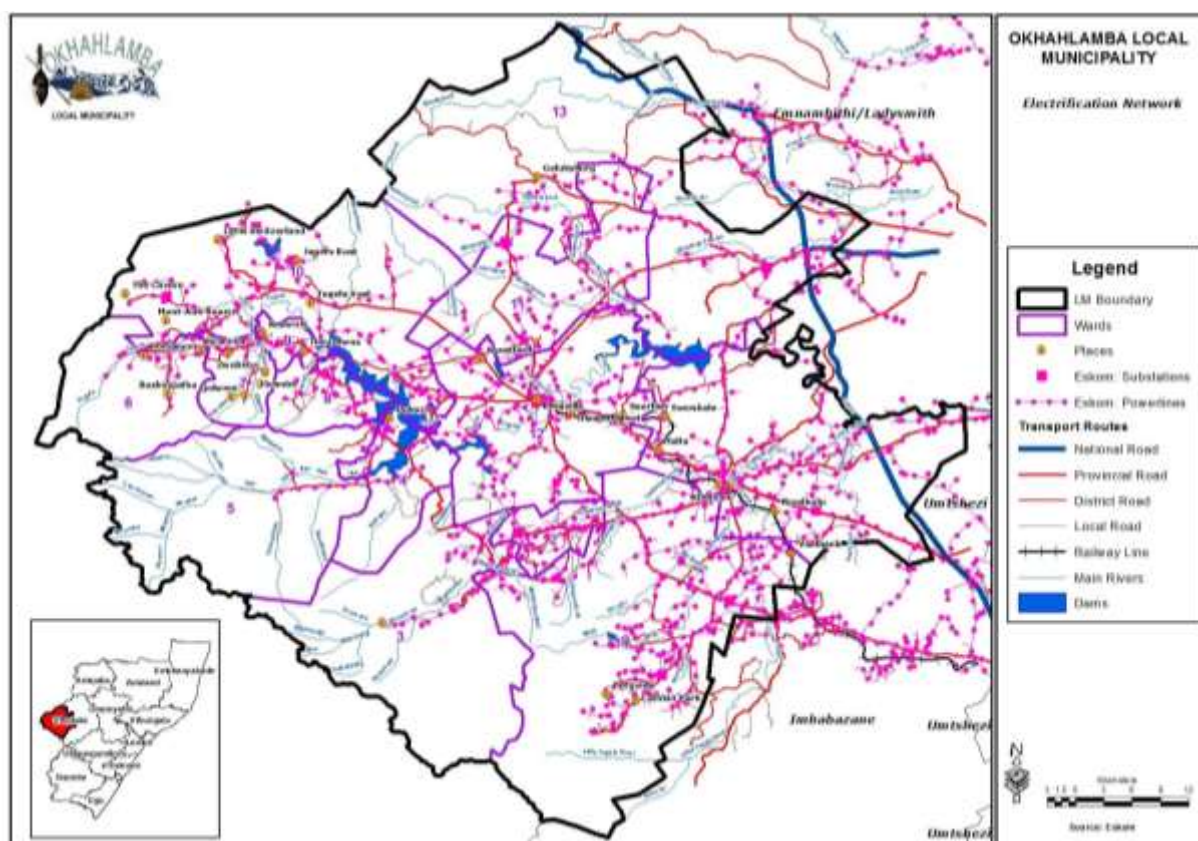
Eskom foresees electricity supply to become constrained and identified the following future constrains:

- Overloading of Driel-Bergville 33kV line, overloading of existing Bergville 2x33/11kV 5MVA TRFRS and under-voltages at Bergville 33kV busbar.
- Overloading of existing Cathkin 2x33/11kV 2.5MVA TRFRS.
- Overloading of existing Buffelshoek 1x132/33kV 20MVA TRFRS.

Proposed projects identified by Eskom includes the following:

- Install 1x132/33kV 40MVA TRFR at Buffelshoek SS (Construction stage).
- Establish Okhahlamba 132/33/22kV substation. (Design stage)
- Replacement of existing Cathkin 2x33/11kV 2.5MVA TRFRS with 2x33/11kV 10MVA TRFRS (Design stage).
- Cathkin-Mandabeni 33kV line (Conceptual Stage)

Map 22: Electrical infrastructure



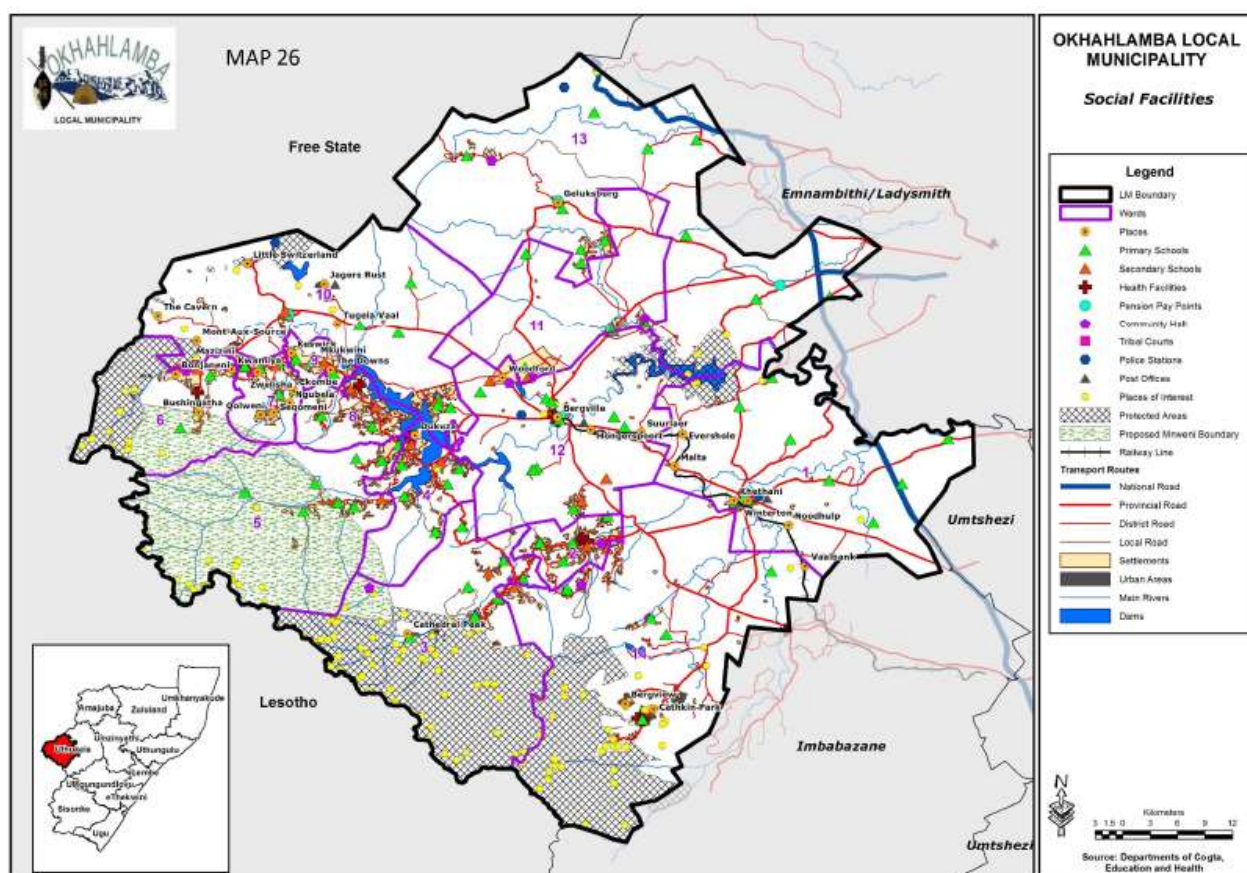
The municipality has appointed Consulting Engineers to conduct a study for the electrification of the 14 wards within the municipality. A comprehensive consolidated report with the findings of the study is expected shortly. Councillors were requested to submit the number of infills within their respective wards, in order to compare to the findings of the electrification plan.

Although the Eskom electrification network is extensive and appears to cover the entire municipality it does not impact on the disadvantaged rural settlements (map 24). Recommended alternative technologies include safer and more efficient cookers, such as gas fuel and more efficient and sustainable use of wood for fuel at a household level. At a social facility level, such as at schools or community halls, solar water heaters, solar power and biogas are viable options.

2.4.5 ACCESS TO COMMUNITY FACILITIES

Okhahlamba Municipality identifies the improvement of economic and social infrastructure, access to quality education, and improved health care as priority issues. The development and maintenance of essential public infrastructure is an important ingredient for sustained economic growth and poverty reduction. Poor infrastructure is considered one of the most binding constraints to growth throughout the municipality.

Map 23: Community facilities



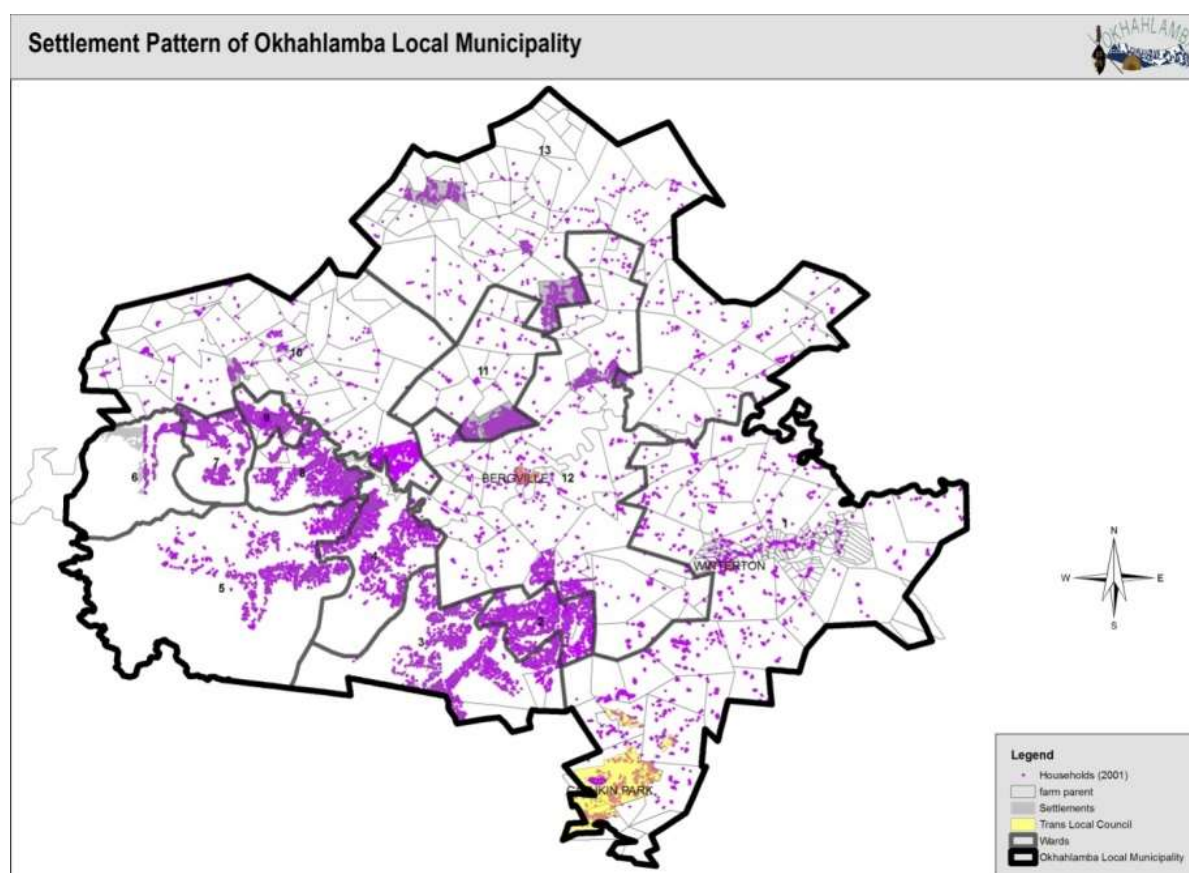
Reasonable access to social infrastructure in remote, rural environments where 80 per cent of the population live mostly without electricity and roads is essential. Infrastructure investment would

contribute to economic growth and support social objectives. Access to social services is limited in terms of clinics and schools. Whilst there are schools in towns and settlements, they are in a dilapidated state without proper sanitation and potable water for both learners and educators.

2.4.6 HUMAN SETTLEMENTS

The settlement pattern is primarily within the central band, with a concentration in the south-west along the foothills of the Drakensberg. Settlements are predominantly along transport routes and in the Traditional Authority areas. There is an accumulation of settlements around Emmaus and around Woodford Dam.

Map 24: Settlement pattern

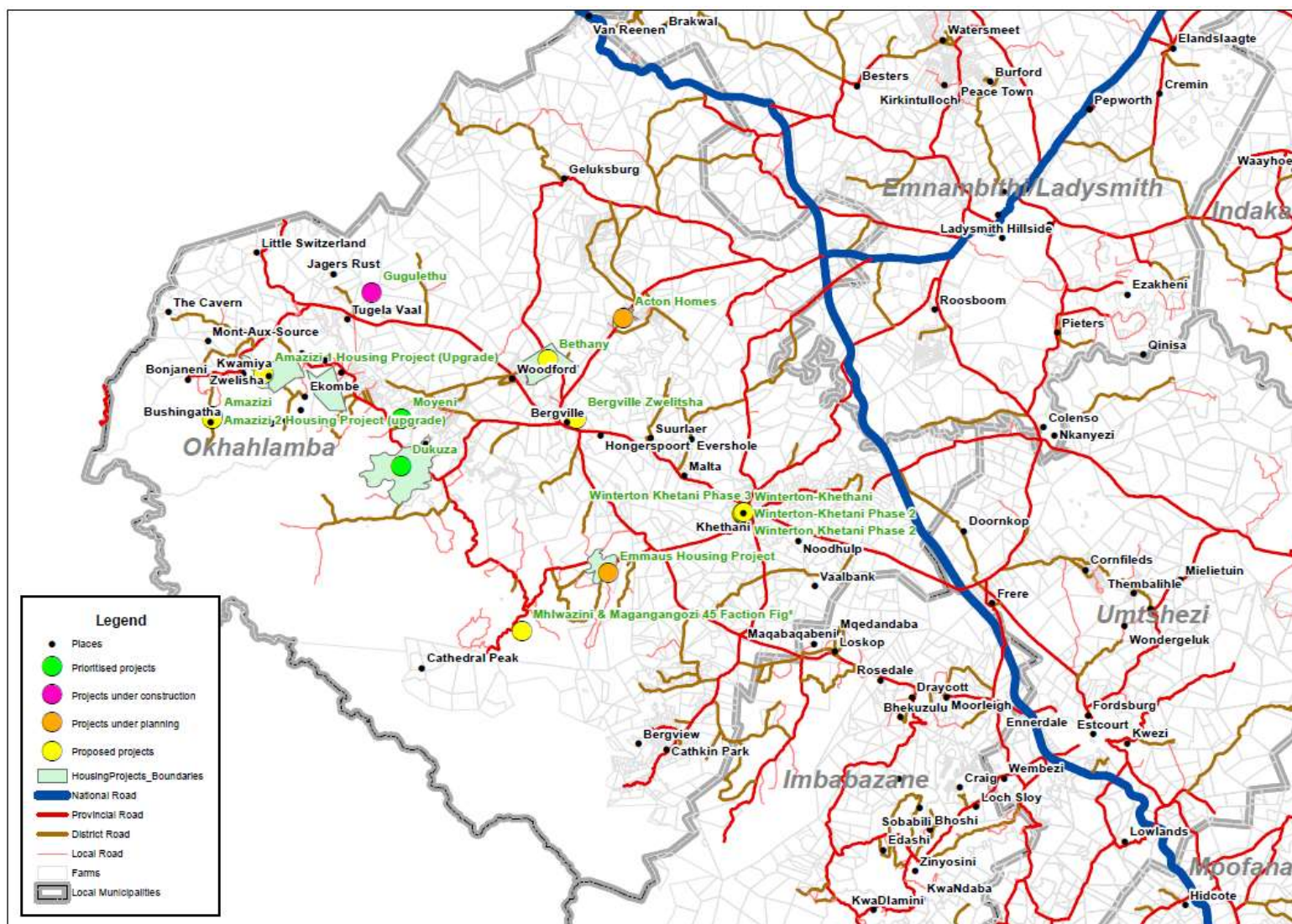


The municipality is in the process of reviewing the housing sector plan that will guide the implementation of housing projects in the municipality. The Department of Human Settlement have provided funding for several projects indicated below. Further budget implications and projections have been included under sector department's involvement (section 4).

Projects under construction:

- Gugulethu Housing Project – 500 units
- Nhlanhleni Housing Project – total of 500 units

Map 25: Housing projects



Projects under planning:

- Emmaus - 1000 units
- Acton Homes – 1000 units

Proposed projects that have been prioritised by the municipality include the following (The first three projects need to be re-advertised):

- Amazizi 2 phase 2 (ward 6; 1000 units);
- Dukuza (ward 4; 1000 units);
- Moyeni (ward 8; 1000 units);
- Winterton Khethani Phase 4 (ward 1; 300 units);
- Hoffental (ward 4; 1000 units);
- Ebusingatha (ward 6; 900 units);
- Okhombe (ward 7; 800 units);
- Ingoba (ward 3; 1000 units).

Okhahlamba municipality is also in the process of establishing a high-density mixed-use development, located approximately 15 km outside Bergville. The aims of the project are as follows:

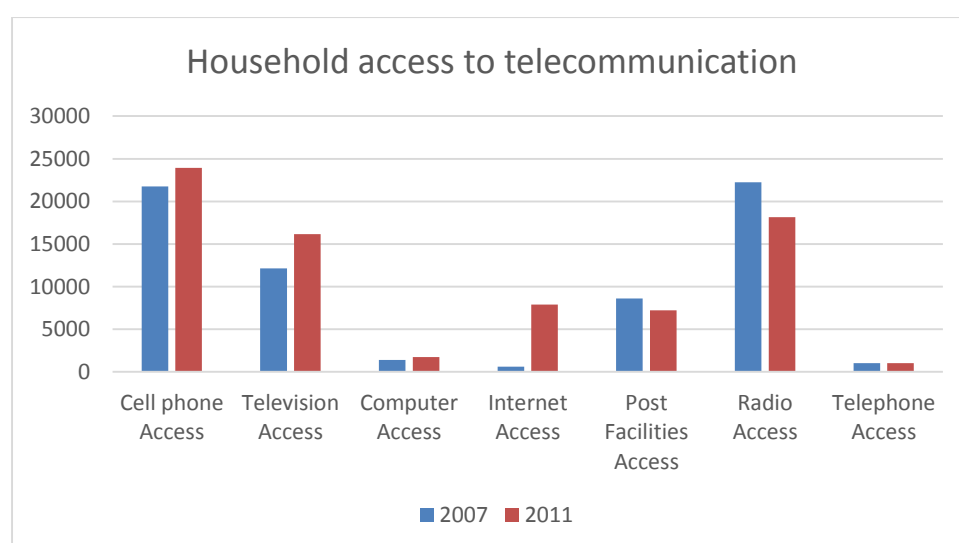
- Mixed use development in a secure and gated community;
- Provide suitable primary and secondary residential facilities for the new community;
- Provide easily accessible social amenities such as a clinic, police station, post office, social services office, municipal office, transportation rank and wholesale merchant facilities; sport academy
- Provide hospitality facilities in a form of a four star hotel facility;
- Create jobs through the construction of the houses and the ongoing maintenance of the village;
- Create a quality product and environment that responds to the demand of the community;
- Integrate an area within the village that will allow an opportunity for the “First Place” to include a world class tourism draw card by the name of the “/A!kunta” project.

The municipality envisage this to become a sustainable community development in rural KwaZulu-Natal, which can restore and further improve the human dignity and citizenship benefits of the community. It will also facilitate and support local and economic development and become one of the nodal areas within the municipality.

2.4.7 TELECOMMUNICATIONS

According to Census data, the municipality has good access to telecommunications. The majority of the population, 86.7%, has access to a cell phone. Access to the internet and television has also improved since 2007.

Figure 18: Access to telecommunication



Source: Statistics South Africa: 2011

2.4.8 SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Consolidate and complete existing projects • Electrical infrastructure available • High level of access to electricity for lighting • Eskom identified areas of constrain • Eskom identified possible projects • IWMP in place • Improvement in access to water • High water service delivery backlogs • Majority of households (75%) does have access to a basic level of sanitation service 	<ul style="list-style-type: none"> • Electrical capacity is constrained • High dependence on wood for cooking and heating • Lack of plants and equipment for road maintenance and construction • Insufficient funding e.g. grants dependent • Long term plan of infrastructure (road Electricity) • Non alignment of plans with sector department • Municipal refuse removal is limited • Illegal dump site
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Improvement in water infrastructure • Improvement of sanitation infrastructure • Housing projects provides opportunities to create sustainable human settlement 	<ul style="list-style-type: none"> • Household dumpsites can pose threats to environment and water sources • Land constrains for development

2.5 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

2.5.1 LOCAL ECONOMIC DEVELOPMENT

2.5.1.1 COMPARATIVE ADVANTAGES

The analysis of the location quotient indicates that the municipality has a comparative advantage in agriculture, forestry and fishing; manufacturing; electricity, gas and water; and construction. The highest comparative advantage is in agriculture, followed by manufacturing.

Table 16: Location quotient for Okhahlamba

	Municipal relative to district	Municipal relative to province	Municipal relative to national
TOTAL	1.00	1.00	1.00
Agriculture, forestry and fishing	1.64	2.71	4.75
Mining and quarrying	0.48	0.25	0.05
Manufacturing	1.37	1.29	1.67
Electricity, gas and water	1.29	1.83	1.93
Construction	1.28	1.23	1.05
Wholesale and retail trade, catering and accommodation	0.69	0.80	0.85
Transport, storage and communication	0.74	0.73	0.98
Finance, insurance, real estate and business services	0.90	0.74	0.63
Community, social and personal services	0.99	0.96	0.96
General government	0.72	0.73	0.61

Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

The total economic value of Okhahlamba in 2011 was R3.1 billion, contributing 23% to the district's economy (second highest contribution of the five local municipalities in the district). The municipality's GVA contribution grew at an average of 10% per annum between 2001 and 2011. This is above the overall average for the district of 6% and the highest amongst the five local municipalities.

Table 17: GVA contribution of Okhahlamba to uThukela (in constant prices) Rm

	2001	2006	2011	Average annual growth 2001-2011
uThukela total GVA	7 294	10 110	13 472	6%
Okhahlamba total GVA	1 170	1 982	3 141	10%

Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

2.5.1.2 MAIN ECONOMIC SECTORS

The most significant sector in 2011, in terms of GVA contribution per sector in constant prices for the municipality from 2001-2011, was manufacturing. This was followed by finance, insurance, real estate and business services; wholesale and retail trade, catering and accommodation; agriculture, forestry and fishing; and then transport, storage and communication. The least important sector by far in terms of GVA in 2011 was mining and quarrying. From a growth perspective, the highest average growth per annum between 2001 and 2011 was in manufacturing (23%); followed by finance, insurance, real estate and business services (16%); and then construction (15%). Mining and quarrying experienced

an average annual decrease in growth of 6% over the period. (Source: Uthukela LED Strategy 2013 - Okhahlamba LED)

Table 18: GVA contribution per sector in constant prices (Rm)

	2001	2006	2011	Average annual growth 2001-2011 (%)
Agriculture, forestry and fishing	204	253	257	6
Mining and quarrying	21	13	9	-6
Manufacturing	109	394	902	23
Electricity, gas and water	110	121	107	0
Construction	39	65	112	15
Wholesale and retail trade, catering and accommodation	173	266	392	9
Transport, storage and communication	154	243	317	8
Finance, insurance, real estate and business services	105	279	458	16
Community, social and personal services	103	147	180	6
General government	150	201	1307	7

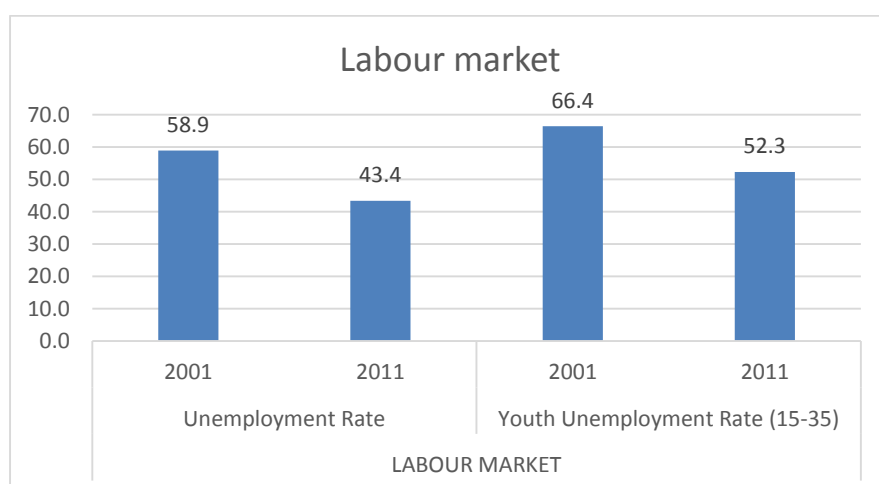
Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

2.5.1.3 EMPLOYMENT AND INCOME LEVELS

2.5.1.3.1 EMPLOYMENT

In Okhahlamba, the employment opportunities are scarce. This has escalated the unemployment levels both for skilled and unskilled labour.

Figure 19: Unemployment rate



Source: StatsSA 2011

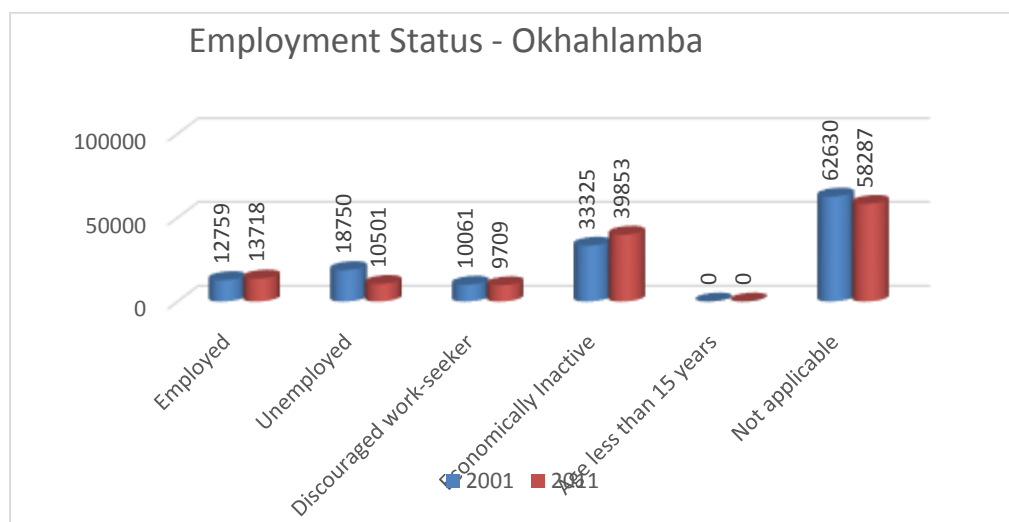
The Municipality is embarking on poverty alleviation programmes as well as the local economic development programme to address the principles of the Accelerated Growth and Development

Initiative for South Africa (ASGI-SA) which focuses on bridging the gap that exist between the first and the second economies of this country. The Municipality acknowledges that it will take long to achieve this goal, yet efforts should be made at to kick-start the process.

Figure 19 indicates a decrease in the unemployment rate since 2001 from 58.9% to 43.4% in 2011. Although this is positive, the high youth unemployment rate of 52.3% is a concern.

In terms of employment status (figure 20 below), the majority of the population are not economically active and have not been since 2001, in fact, there has been an increase in the number of people who are not economically active.

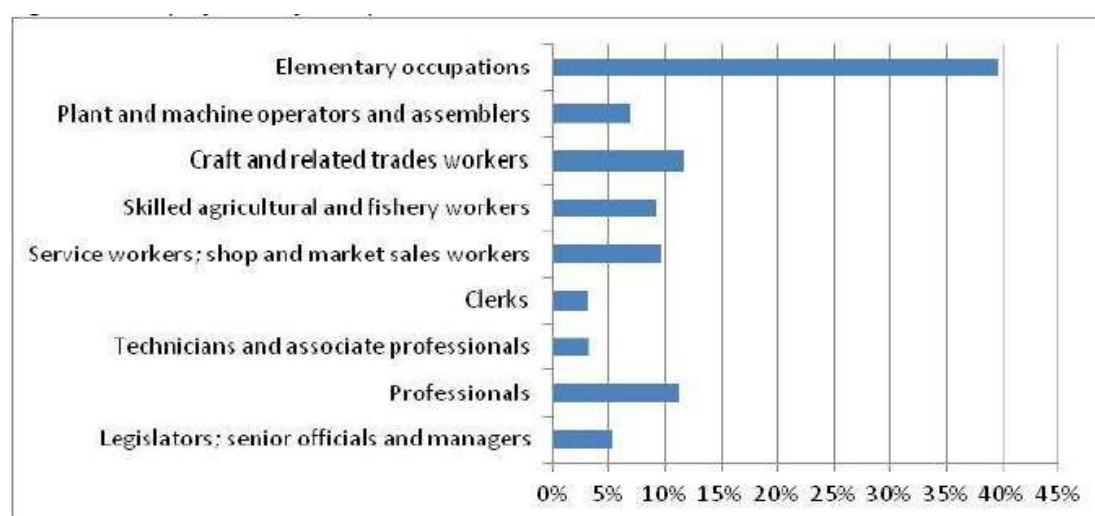
Figure 20: Employment Status



Source: Statistics South Africa: 2011

The bulk of employment in Okhahlamba is in the elementary occupations (40%), followed by craft and related trades workers at 12%. Highly skilled occupations such as professionals are limited.

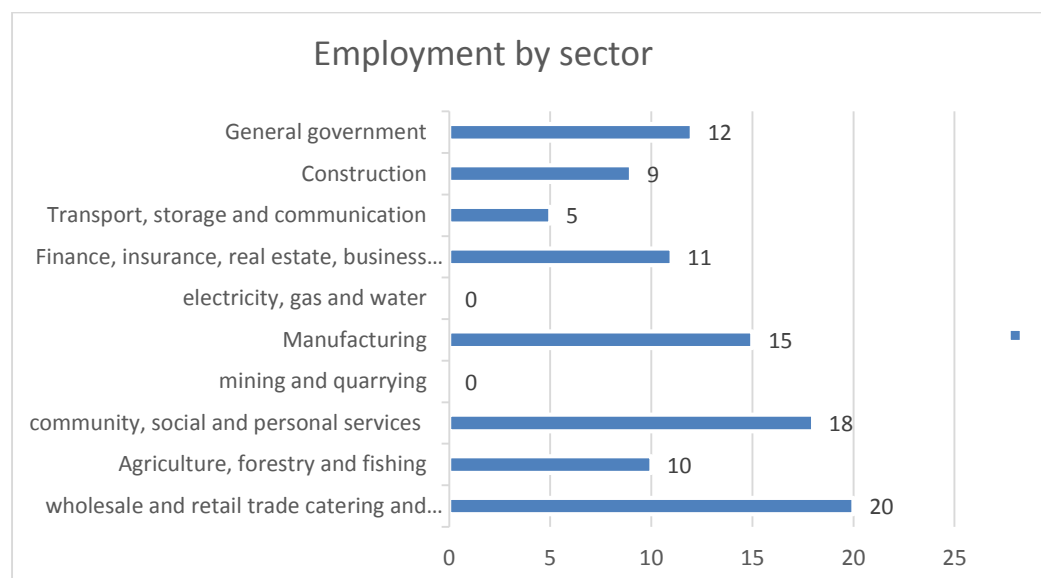
Figure 21: Employment by occupation in Okhahlamba



Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

The figure below indicates that the largest employer is wholesale retail trade catering and accommodation (20%), while community services is the second largest employer at 18%. This is followed by manufacturing (15%) and general government (12%). Although manufacturing was the highest contributor in terms of GVA, it was the third highest in terms of relative employment in 2011.

Figure 22: Employment by sector



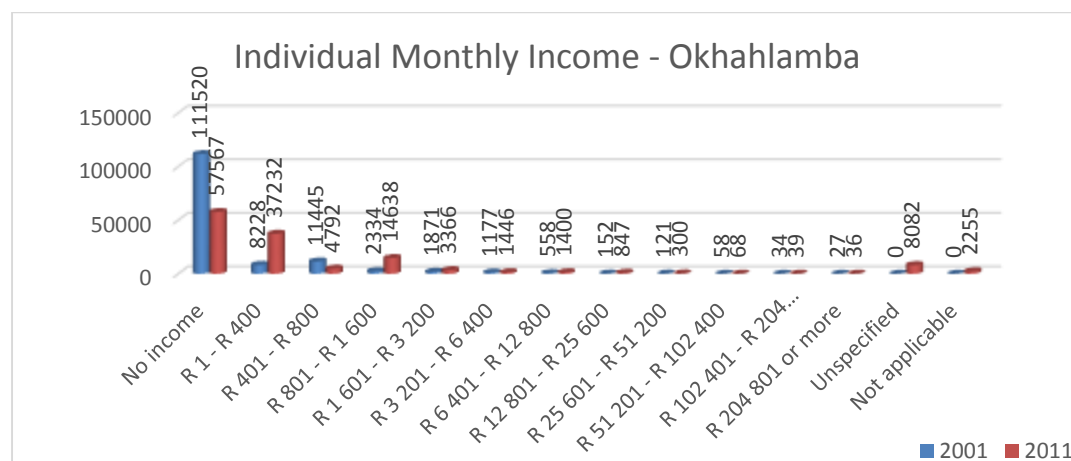
Source: Quantec 2012 as in Okhahlamba LED Strategy (as part of Uthukela LED Strategy 2013)

The highest average growth in employment for 2001-2011 was in manufacturing (18%), while agriculture experienced a negative growth of -8% for the same period.

2.5.1.3.2 INCOME

The statistical data below from Statistics SA illustrates that the majority (43%) of the population within OLM does not receive any form of income, whilst 28% earn between R1-R400 pm and 11% earn between R801-R1600 per month.

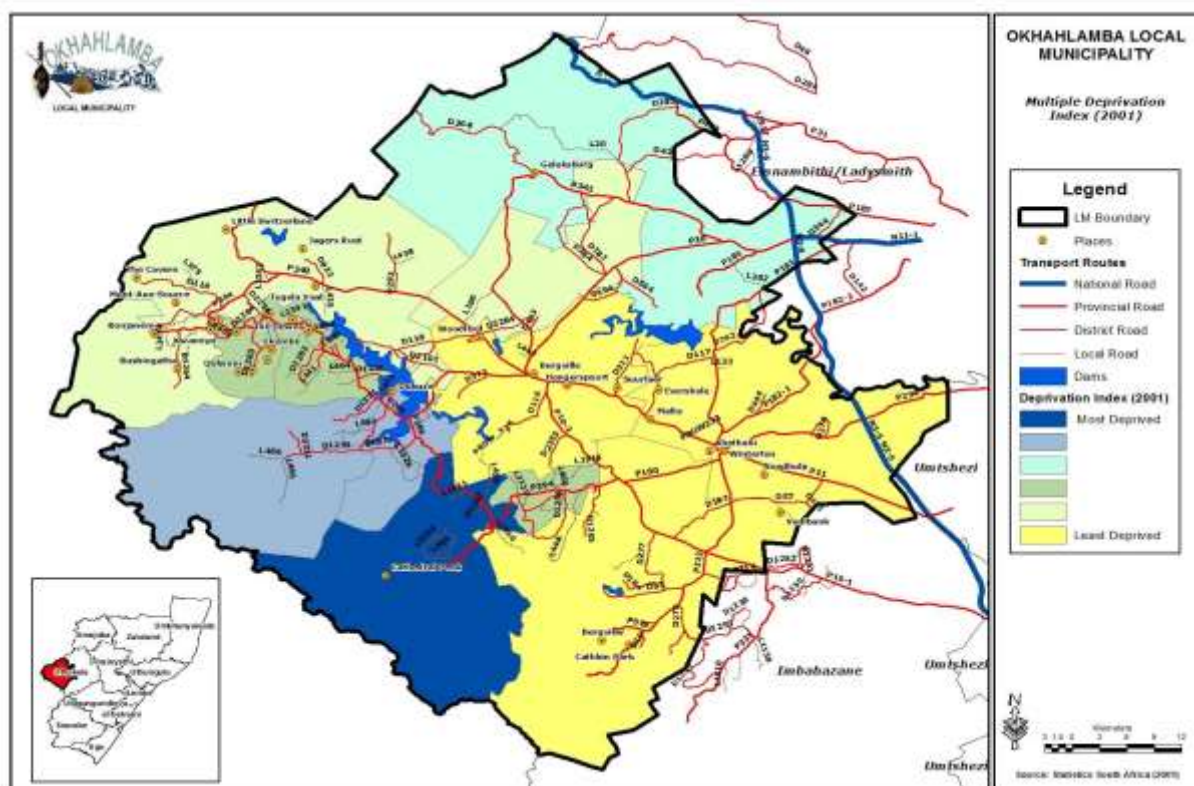
Figure 23: Individual monthly income



Source: Statistics South Africa: 2011

This is an indication of high levels of poverty and low levels of income. Important to note is that there has been an increase in population in the income bracket R1-4—and R801-1 600.

Map 26: Multiple deprivation



In respect of deprivation, the most deprived areas in Okhahlamba is located in the southwestern portions of the municipality, which correlates with the location of traditional areas.

2.5.1.4 AGRICULTURE

The Okhahlamba economy is currently dominated by agricultural activities. Agriculture contributed R357 million to the economy of Okhahlamba in 2011 and employed 2 718 people. The sector had an average annual growth rate in GVA of 6% for 2001 to 2011, although employment growth was negative at -8% per annum. The number of people employed in agriculture, forestry and fishing started decreasing in 2006 from 6 538 to one third of employment in 2006 by 2011.

Approximately 23% of Okhahlamba are available for arable production (inclusive of afforestation) and considerable potential for irrigation development. Main crops planted was potatoes followed by maize. The western portion of the district consists of steep mountain slopes that are only suitable for grazing, forestry and wildlife. In the east there is considerable arable land, which represents some of the highest potential agricultural land in the Province. Commercial farming continues to perform as an important economic sector although it's relative importance is declining. Semi intensive beef and irrigated dairy are still important enterprises but the main activities are maize, wheat, and soya bean production, the bulk of which are grown under irrigation.

Commercial agriculture occupies the majority of the municipal land area with the main activities being grains, vegetables and pastures for dairy and semi-intensive beef and mutton production. There is also a small soya bean mill operating under Drak Oil Mills (Pty) Ltd and a cold storage facility located in/near to Bergville. The municipality is vulnerable to crime, due to its location on the border with Lesotho and this has resulted in stock theft being a threat to the area.

Subsistence farming is prevalent in traditional settlement areas, with the main agricultural activity within these areas being traditional ranching of cattle. However, over-grazing and stock theft negatively impact on this type of activity. Smallholder agriculture also consists of maize, dry bean and vegetable production on a small scale and there is potential to produce a surplus for the market. Although there are opportunities for developing this market and encouraging small-scale commercial production, there are a lack of expertise, skills, knowledge are constraints, which must be addressed.

The traditional settlement areas have considerable agricultural potential. The main agricultural activity within these areas is the traditional ranching of cattle, but over-grazing and stock theft are limiting returns from this type of activity. Smallholder agriculture also consists of maize, dry bean and vegetable production on a small scale. Recent data indicates that the proportion of unemployed adults of working age is high at 60% and most households therefore grow maize largely for subsistence purposes. The data has also shown that “on farm” incomes are contributing less to family income and the proportion of pensions is increasing.

A number of positive steps are being taken to improve small holder agriculture in the area, including a programme which has been concentrating on the establishment of community gardens, small irrigation schemes and broiler units; a pilot programme introducing institutional reforms around the rental of arable land; and a project launched by the Department of Land Affairs which should provide opportunity for emerging black farmers.

Illegal practices, such as cannabis/ informal tobacco that is grown in the inaccessible mountain slopes and which is a thriving market in Bergville, should be discouraged.

2.5.1.5 SMMES

Shrinking levels of formal employment over the last decade have seen a growth in the informal sector. Trading and transport have been the two sectors targeted by emerging entrepreneurs. The Department of Transport, the Rand Water Mweni Trust and Department of Water Affairs have spearheaded projects in the area, which have seen the emergence of local contractors involved in the various projects. Women’s groups have been identified within the municipality, many of which include productive enterprises.

2.5.1.6 MANUFACTURING

Manufacturing is the most significant economic sector in Okhahlamba. It contributed R902 million to the economy of Okhahlamba in 2011 and employed an estimated 3 952 people. The sector contributed 29% to total GVA and 15% to employment within the municipality in 2011. The sector’s average

annual growth rate in GVA was 23% between 2001 and 2011, with employment growth at 18% per annum. Sub-sectors of significance in manufacturing are petroleum products, chemicals, rubber and plastic; followed by food, beverages and tobacco; and then furniture and other manufacturing. (Source: Okhahlamba LED Strategy as part of Uthukela LED Strategy 2013)

2.5.1.7 WHOLESALE AND RETAIL TRADE

Wholesale and retail trade was the third largest sector in the municipality in 2011 in terms of GVA contributing R392 million and employing 5 092 people. The sector had an average annual growth rate in GVA of 9% (2001-2011), with employment growth at 4% per annum. The sector contributed 12% to total GVA and 20% to employment within the municipality in 2011. (Okhahlamba LED Strategy -as part of Uthukela LED Strategy 2013)

Commercial activity is centered around Bergville and Winterton, which function as service centers to the surrounding rural areas. These, however rely on the larger centres of Ladysmith, Pietermaritzburg and Durban.

2.5.1.8 TOURISM

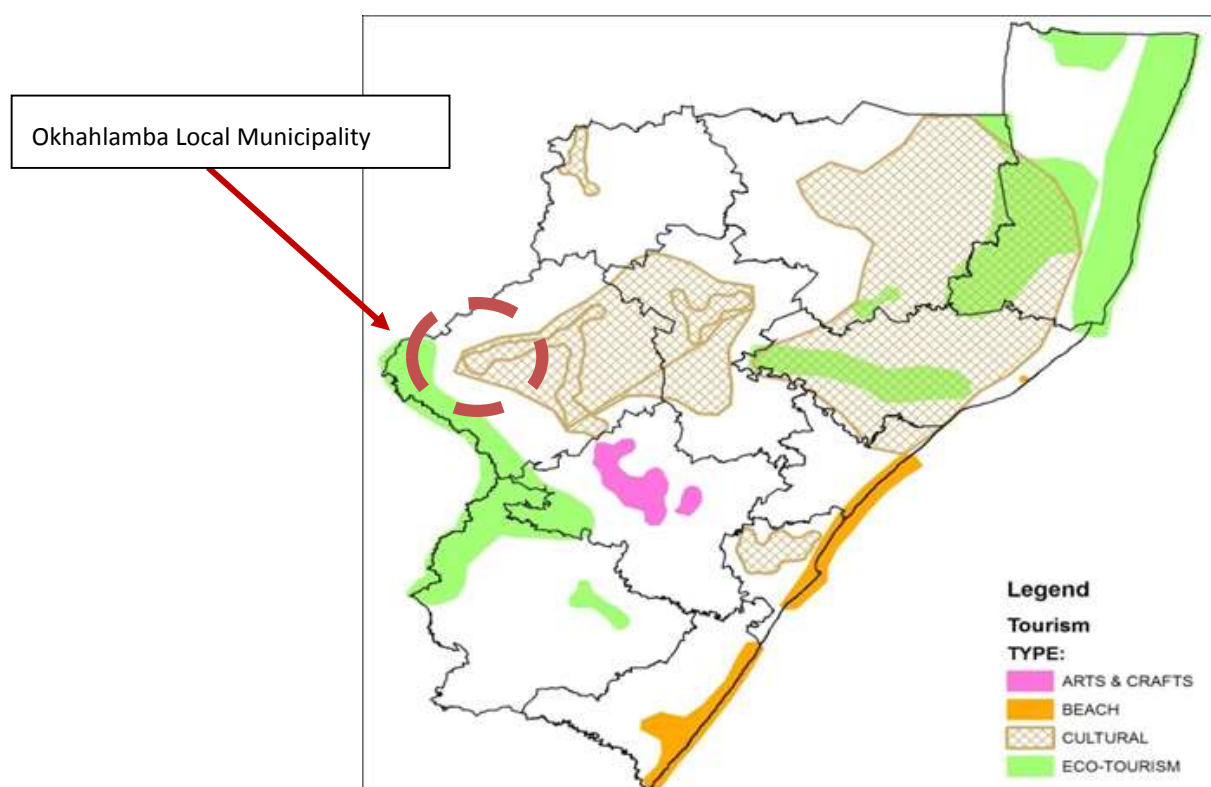
The Department of Economic Development and Tourism, KwaZulu-Natal, has funded the review of the uThukela District Tourism Strategy. The purpose of the strategy is to improve and guide the development of tourism in this district. Urban-Econ Development Economists were appointed to carry out the review. The Tourism Development Strategy covers Okhahlamba as well and also includes the environmental analysis in it; this will help Okhahlamba to take into account conservation of biodiversity & natural resources which has a critical role in their Tourism attraction & local economic development.

Tourism is playing an increasingly important role in the local economy of Okhahlamba, with the wide asset base including a range of accommodation facilities, outdoor sporting and recreational activities. The municipality also embarks on events promotions for tourism development.

The main tourism destinations in the OLM are Cathkin Park, Cathedral Peak, Royal Natal National Parkland Spioenkop, which includes the historical site, dam and lakeside resort run by Kwa-Zulu Wildlife. Locations of growing significance for tourism include the Mnweni Valley area, Okhombe and Busingatha Valley. Overall the Okhahlamba area represents (especially in partnership with surrounding areas e.g. Lesotho) one of the primary tourism potentials of South Africa.

Although there is a substantial private sector involvement and investment into the tourism industry there appears to be a lack of integration, marketing and a creative approach to local tourism. The tourism industry does provide jobs, but has not been integrated into the local community and its socioeconomic impact as a result has been limited.

The figure below illustrates the areas within KwaZulu-Natal identified as areas of a variety of large impact tourism opportunity. The Okhahlamba Local Municipality western and central portions could make a significant contribution toward cultural related tourism activities.



2.5.1.9 MINING

Mining and quarrying was the smallest economic sector in 2011 and contributed a mere R9 million to the GVA of the municipality in 2011. It also experienced an average annual decrease in growth of 6% over the period 2001-2011.

2.5.1.10 LED STRATEGY

Uthukela district has recently reviewed their LED Strategy and also developed LED Strategies for each of the five local municipalities. Specific strategies and interventions are proposed for Okhahlamba as follows:

- Manufacturing development strategies;
- Business Development Strategies;
- Agriculture and Rural Development Strategies;
- Tourism Development Strategies;
- Spatial Restructuring and Infrastructure Development Strategies.

The strategy also identifies the following projects in the feasibility or initial planning stages as follows:

- The KZN Tourism Masterplan and uThukela Tourism Strategy have both identified the potential to develop a cable car in the Drakensberg. The KZN Department of Economic Development and

Tourism is in the process of commissioning a feasibility study for the project, which is likely to be located at Woodstock Dam.

- The municipality is assisting a local NGO to investigate the potential to establish a hydro-power scheme near to Bergville. The project is at a conceptual stage and site options are currently being investigated. (Source: Okhahlamba LED Strategy as part of Uthukela LED Strategy 2013)
- A feasibility study into the establishment of a cable car, which is a future catalyst for downstream economic development.

2.5.1.11 LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Soya bean mill in Winterton for value adding ✓ Available Natural Resources (Land and Water) ✓ Training through the Department of Labour ✓ Equipment, seeds and lime from Department of Agriculture ✓ Agricultural extension officers to monitor projects ✓ Availability of natural resources (e.g. veld, flowers and animals) ✓ Dedicated and positive attitude of the people ✓ Heritage sites, we can also learn a lot and also teach others National Park ✓ Diversity of SMME activity ✓ Access to local affordable transport ✓ Established transporting sector ✓ Locality to main routes i.to. import and export of goods 	<ul style="list-style-type: none"> ✓ No working cold storage in Municipality ✓ lack in ownership of land ✓ Lack of sufficient skills and training ✓ Transport of workers and products ✓ Lack of buildings and stores ✓ Insufficient infrastructure e.g. Roads ✓ Certain unproductive land areas due to rocks ✓ Limited value adding taking place ✓ Production is not always demand driven ✓ Limited marketing mechanisms ✓ Insufficient accommodation ✓ Lack of proper infrastructure ✓ Heritage sites / routes not developed ✓ Lack of tourism skills within the general community ✓ General market unawareness of all that the area can offer ✓ Project driven rather than profit driven economic initiatives ✓ Lack of business and management skills amongst small businesses ✓ Unsuitable routes and rough roads in some areas ✓ Lack of accessibility of taxis and busses to key destinations
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Proposed facility to process hemp into disposable fabrics ✓ Up-skill local farmers in specific high value crops ✓ Unused water resources ✓ Access to funding for emerging farming ✓ Processing facilities for poultry (e.g. co-operative) ✓ Demand wholesale for agricultural products ✓ Accessing external markets for export ✓ Local produce market ✓ Skills development ✓ Value adding (e.g. poultry and fruit products) 	<ul style="list-style-type: none"> ✓ Investment into new projects, without feasibility proven ✓ Cattle trespassing on land and roads ✓ Land tax (Property tax) ✓ Rapidly changing markets ✓ Loss of fertile soil ✓ Degradation of the environment, e.g. veld fires and pollution ✓ Improper management of infrastructure ✓ Crime, especially affecting tourists ✓ Lack of co-ordination amongst all role-player ✓ Lack of adaptation to market changes and needs ✓ Potential short lifespan of certain SMMEs

<ul style="list-style-type: none"> ✓ Intensive training of local community ✓ Partnerships of tourism role-players ✓ Encourage more volunteers in tourism ✓ Sustained and combined marketing effort (Product specific) ✓ Expansion of Eco and Adventure Tourism ✓ Current government development policies ✓ Skills Development Act and SETA initiatives ✓ Proper utilization of existing infrastructure and support systems 	<ul style="list-style-type: none"> ✓ Loss of capital investments and consumer expenditure from the area.
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2.5.2 SOCIAL DEVELOPMENT ANALYSIS

The social facilities follow the settlement patterns. Okhahlamba Municipality identifies the improvement of economic and social infrastructure, access to quality education, and improved health care as priority issues. The development and maintenance of essential public infrastructure is an important ingredient for sustained economic growth and poverty reduction.

Poor infrastructure is considered one of the most binding constraint to growth throughout the municipality. Reasonable access to social infrastructure in remote, rural environments where 80 per cent of the population lives mostly without electricity and roads is essential. Infrastructure investment would contribute to economic growth and support social objectives.

Access to social services is limited in terms of clinics and schools. Whilst there are schools in towns and settlements, they are in a dilapidated state without proper sanitation and potable water for both learners and educators.

2.5.2.1 BROAD BASED COMMUNITY NEEDS

The following priority projects per ward have been identified:

Table 19: Priority Projects per ward

PROJECT DESCRIPTION	WARD	AREA
Electricity infill	01	Khethani
Road infrastructure (speed humps, Storm water pipes)	01	Khethani
Water Sanitation	01	Mahlabathini
		Ntabamnyama
		Stateni
		Mseleni
		Mampemvini
		Nkohlisa
		Mpofana
		Sbonelo
Housing	01	Mahlabathini 50 Units
		Ntabamnyama 39 Units
		Stateni 55 Units
		Mseleni 50 Units
		Mampemvini 50 Units
		Nkohlisa 50 Units
		Mpofana 31 Units

PROJECT DESCRIPTION	WARD	AREA
		Sbonelo 39 Units
Water	02	Nokopela
Water tank		Nokopela
Home affairs		Emmaus
Netball ground		Emmaus
Crèche		Esiquhiningini
P 388-tarring and a new bridge at Mlambonja River	03	Ngoba
Water Scheme	03	Whole of ward 3
Way bridge P388	03	From Ndunwane
Ngoba bridge P388	03	Ndunwane
Regravelling and new bridge	03	Ndunwana road
A cross way Bridge at Ndunwane River		Ndunwana river
A cross way Bridge at Mlambonja River		Mlambonjana river
Connection of Ndunwane Road to Mthimbeni Road		Ndunwana and Mthimbneni
Maintenance of all access roads		Ward 3
Electricity infills	03	Ngoba Area 35 Households
		Magangangozi 40 Households
		Kholakazana Area 23 Households
		Mhlwazini Area 21 Households
Health facilities	03	Ward 3
Mobile Clinic		Ndunwane Area
Mobile Clinic station		Ngoba Area
Renovation of mobile station		Mhlwazini Area
Sport and Recreation	03	Mhlwazini
Maintenance of sports ground	03	Sokesimbone ground at Ngoba
		Kholakazana ground
		Isibuko ground at Magangangozi
		Mhlwazini Sport Field ground
Mhlwazini Recreation Park	03	Next to Mhlwazini bridge
Water and Sanitation	03	
Water running taps	03	Ngoba Area
		Mhlwazini Area
		Magangangozi Area
		Ndunwane Area
Social Welfare/Social Development	03	
Creches		Ngoba Area
		Ndunwane Area
		Tamela Area
		Kholakazana Area
Soup kitchen	03	Ward 3
Bridges needed	04	Maye Bridge
		Nxaye Bridge at Maswazini
Regravelling of roads	04	Siyakhula Road at Maswazini
		Mbulu Road at Mkhomazana
		Tarred Road at Dukuza
		Kwaphahlindlela Gravel Road at Hoffenthal
		Mahlobo Road at Kwamaye
Electricity infills	04	Hoffenthal Esbhojeni Area
Crech needed	04	Hoffenthal area
High school needed	04	Maswazini Area
Community Hall needed	04	Maswazini Area
Education	05	Ward 5

PROJECT DESCRIPTION	WARD	AREA
Nqeda Primary School	05	Ward 5
Creches 6 units	05	Ward 5
1376-Tarred Road	04 & 05	Road from Hoffenthal to Sandlwana
Road to be regavelled/maintained	05	Mdumela road
		Qhozo Road
		Nxumalo Road
		Thamela Road at Manzana
		Mtolo Road
		Nomemela road at Mnzana
		Sbhamu Road
		Mthabela Road
		Sandlwana Road
New bridge at Sandlwana and Manzana	05	Sandlwana & Manzana
Electricity infills	05	Sandlwana
Community Halls needed	05	Tonyelana Area
		Gangadweni Area
		Manzana Area
		Esigodini Area
		Manzana Area
Renovation of Sandlwana multi-purpose Centre	05	Sandlwana
New road from Obonjaneni to Othukelana	06	Ward 6
New road at Newstand	06	Newsstand
Electricity at Othukelana	06	Othukelana
Electricity infills	06	Obonjaneni Area
		Ezimbokodweni Area
		Busingatha Area
		Moyeni Area
Water	08	Moyeni Area
	06	Magaba Area
		Busingatha Area
		Ezimbokodwn Area
Road at Ezimbokodwni and KwaMagaba	06	Ezimbokodweni & Magaba
Road to be maintain/built	07	Oqolweni Road
		Mahlabathini Road
		KwaGudlucingo Road
		KwaMazithanqaze Road
Creches needed	07	Oqolweni Area
		KwaGudlucingo Area
Electrification	07	Emthaphuna Area
Maintenance of Boreholes	07	Empameni Road
		Esgodiphola Road
Lightning conductor needed	09	Mcijeni Area
		Shiyabazali Area
Road maintainance	09	Ndofaya Area
		Shiyabazali Area
		Veryakooop Road
		Windmill Road
Crech needed	09	Reserve "C"
Shiyabazali Sport Field	09	Shiyabazali Area
Renovation of schools and sanitation	12	Woodford high School
The road to rehabilitation of Ekwaluseni road	12	Woodford Area

PROJECT DESCRIPTION	WARD	AREA
R D P houses needed	12	Woodford Area
Electricity infills		Woodford Area
Bridge from Woodford to Bethany		Woodford to Bethany
Soccer field		Woodford
Regravelling of road	12	Potshini Area
		Road to Lungelani
R D P houses	12	Potshini
Water & Electricity infills	12	Potshini Area
		Farms
School sanitation Potshini Area	12	Potshini Area
Jojo tank	12	kwaShugu Farm
Street lights on R74 Road and inside the community of Woodford	12	Woodford/R74
Network pole needed	14	Vimbukhalo Area
Water & Electricity infills	14	Vimbukhalo Area
		Stulwane Area
		Magangangozi Area
		Emaswazini
Crèches	14	Vimbukhalo Area
		Stulwane Area
		Magangangozi Area
Community halls	14	Vimbukhalo Area
		Magangangozi Area
New primary schools	14	Vimbukhalo Area
		Magangangozi Area (Ezankolongo)
New Bridge	14	Magangangozi Area
		Stulwane (Kwaphondo)
New Roads	14	Stulwane Area
		Magangangozi (Road to Zankolongo)
Connection of road from eskhaleni to Ceyle Lodge	14	Emaswazini Area
10 jojo for farmers	14	Emaswazini Area
Public consultation for RDP houses to be built at Ward 8	08	Moyeni
Sports facility (France)	08	Moyeni/Ogade/Oliviershoek/Bha lekisi/Reserve ABC
Water & Sanitation	08	Moyeni/Ogade/Oliviershoek/Bha lekisi/Reserve ABC
Job opportunities	08	Moyeni/Ogade/Oliviershoek/Bha lekisi/Reserve ABC
Youth programmes	08	Moyeni/Ogade/Oliviershoek/Bha lekisi/Reserve ABC
Access roads	08	Moyeni/Ogade/Oliviershoek/Bha lekisi/Reserve ABC
Bursaries	08	Moyeni/Ogade/Oliviershoek/Bha lekisi/Reserve ABC
Big streams to be closed	08	Moyeni
Infills	08	Moyeni/Ogade/Oliviershoek/Bha lekisi/Reserve ABC
Crime minimization	08	Moyeni
Footbridge	08	Moyeni/Ogade/Oliviershoek/Bha lekisi/Reserve ABC
Ploughing project	08	Moyeni
Fencing of gardens	08	Moyeni

PROJECT DESCRIPTION	WARD	AREA
Orphanage home	08	Moyeni
MPCC	08	Moyeni
Pauper burial	08	Moyeni
Speed humps	08	Moyeni
Utilization of local community on big projects	08	Moyeni
RDP Houses	08	Moyeni/Ogade/Oliviershoek/Bha lekisi/Reserve ABC
Community hall	10	Langkloof
Renovation of community hall	10	Rookdale
Access roads	10	Langkloof/Rookdale/Emaplazini
Job opportunities	10	Langkloof/Rookdale
Electricity	10	Langkloof/Emaplazini
RDP Houses	10	Langkloof/Rookdale
Drivers licences	10	Langkloof/Rookdale
Meeting with landlords	10	Langkloof
Community care centre	10	Rookdale
Electricity	10	Rookdale/Emaplazini
Hall renovation	10	Rookdale
Regravelling of access roads	10	Rookdale
Re-tarring of rookdale road	10	Rookdale
Poles & nets for the sports field	10	Rookdale
Taxi rank/shelters	10	Mahlathini section
Home Affairs visitation to elderly owned households	10	Rookdale
regravelling of road	10	Emnceleni
Attire for RYC	10	Rookdale
Finalization of the church building-12 Apostolic Church	10	Rookdale
Water & Sanitation	10	Emaplazini/Langkloof/Rookdale
Street lights	11	Bethany/Acton Homes
More high schools	11	Bethany
Bridge	11	Nconcosi
Electricity	11	Bethany/Emaromini/Emaplazini
Youth programmes	11	Bethany/Acton Homes
Youth desk	11	Bergville
Water & Sanitation	11	Bethany/Emaplazini/Maromini/N concosi
Ploughing projects	11	Bethany/Acton Homes
Access roads	11	Bethany/Acton Homes
RDP Houses	11	Bethany/Acton Homes
Coops empowerment	11	Bethany/Acton Homes
Job opportunities	11	Bethany/Acton Homes
Electricity	13	Thintwa/Rooihoek/Greenpoint/E maplazini
Water & Sanitation	13	Thintwa/Rooihoek/Greenpoint/ Hambrook/ Emaplazini
Phone network	13	Thintwa/Rooihoek/Greenpoint
Provincial road	13	Thintwa
Sports facility	13	Thintwa/Rooihoek/Greenpoint
Job opportunities	13	Thintwa/Rooihoek/Greenpoint
Access roads	13	Thintwa/Rooihoek/Greenpoint/ Hambrook
Clinic	13	Thintwa/Rooihoek/Greenpoint/ Hambrook
Fencing of provincial road	13	Thintwa

PROJECT DESCRIPTION	WARD	AREA
Satellite police station	13	Thintwa
Paypoint for elders	13	Thintwa
Community hall	13	Rooihoek
Lightning conductor	13	Rooihoek
Pipes on access roads	13	Rooihoek
Shelter at bus stops	13	Rooihoek/Hambrook
Soil erosion	13	Rooihoek
Library	13	Rooihoek/Hambrook
Inkambi fencing	13	Rooihoek
Apolo lights	13	Greenpoint
Bridge	13	Greenpoint
RDP Houses	13	Greenpoint/Hambrook
Gyser	13	Greenpoint
Infills	13	Hambrook
Disability programmes	13	Hambrook
Ploughing project	13	Hambrook
Idlelo	13	Hambrook
Youth programmes	13	Hambrook
Hospital	12	Central
FET College	12	Central
Satellite Police Station	13	Hambrook

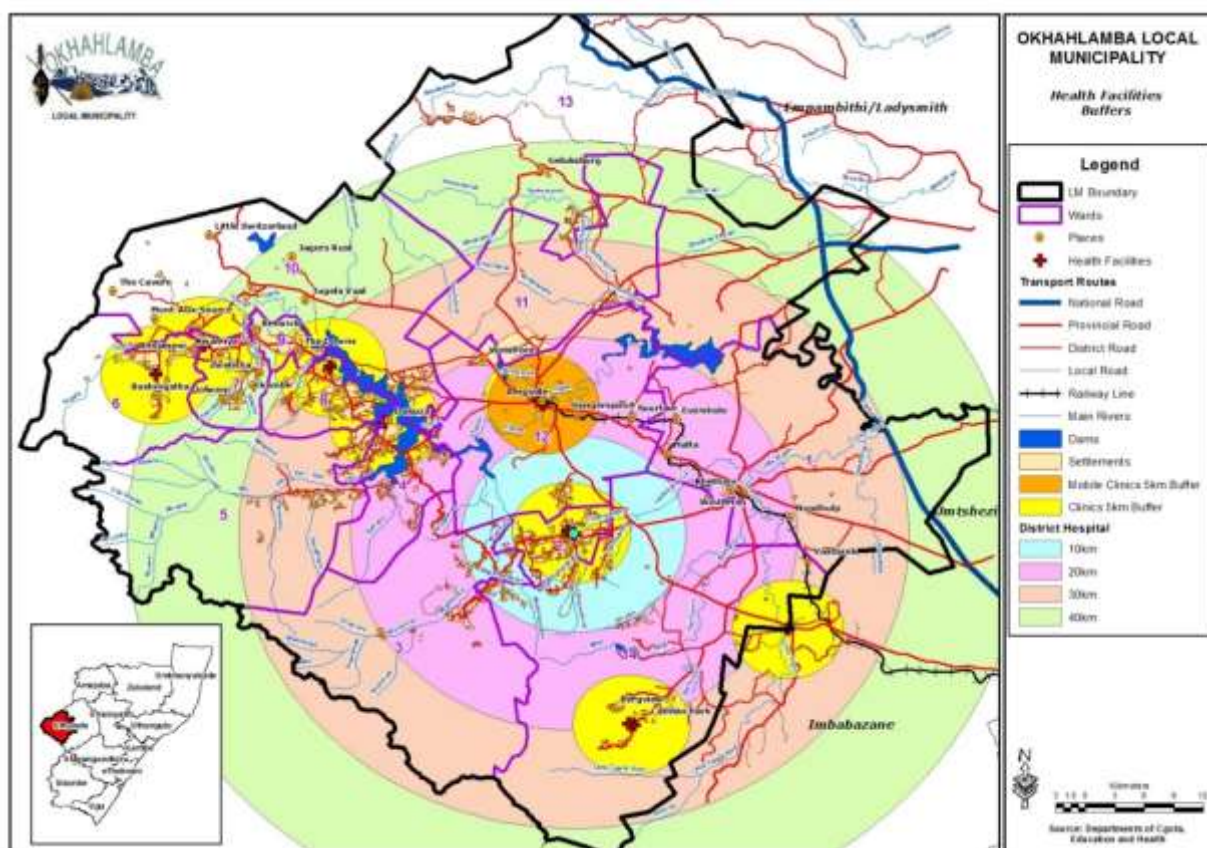
2.5.2.2 HEALTH

The most important health facility in the Okhahlamba is Emmaus Hospital, situated 15 kilometres from Winterton, which supports 4 clinics and 22 mobile clinic points located mostly in the southern part of the municipal area (refer to map 27). These clinics are the Bergville Clinic, Busingatha Clinic, Dukuza Clinic and the Oliviershoek Clinic. Most of the health issues dealt with at Emmaus Hospital relate to Preventative Tuberculosis and HIV-AIDS, while the greatest causes of death amongst children are respiratory disease and Gastro Enteritis. The municipality has 3 mobile clinics and 6 fixed clinics which are located at Oliviershoek, Dukuza, Cathkin Park, Emmaus, Bergville and in the Woodstock Dam area.

HIV/AIDS is one of the major factors influencing population growth. In South Africa, KZN was the province with the highest HIV/AIDS prevalence rate of 25.8% in 2008. Statistics regarding HIV/AIDS reflects that the prevalence of HIV/AIDS in KZN declined from 46% in 2006 to 37.7% in 2009. The prevalence of this disease affects the age group 15-39 the most adversely, resulting in higher mortality rates for this age group and a slower population growth. According to the Uthukela LED Strategy (2013), 14% of the population was living with HIV/AIDS in Okhahlamba in 2001, increasing to 15% in 2002 and remaining steady until 2011. The average infection rate in the municipality for 2001-2011 was 15%, which is equivalent to the district average of 15% for the same period. (Uthukela LED Strategy, 2013)

The effect of HIV/AIDS is evident in South Africa's life expectancy at birth, which are 47. The impact of this disease are far reaching, affecting the economy, planning and social systems. From a planning perspective, it affects aspects of housing need and affordability, health facilities (increase in health care needs), education (decline in scholars) and an overall increase in the dependency ratio (orphans and elderly people).

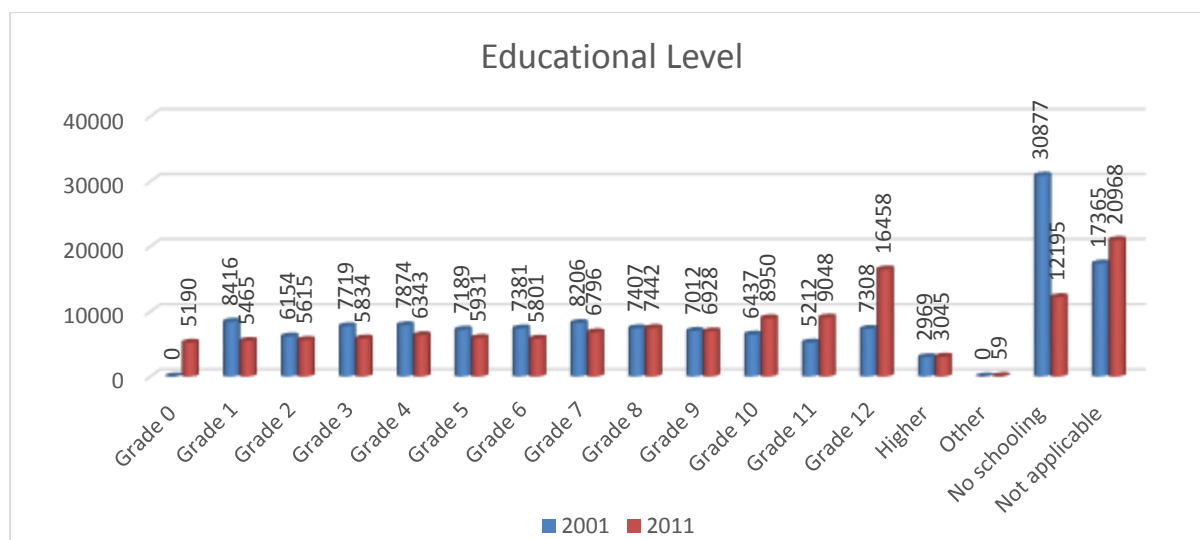
Map 27: Health facilities



2.5.2.3 EDUCATION

Education is the backbone for the future of any community. In Okhahlamba, it has been identified that the level of education of the residents is very low and shows that the education levels at lower grades have decreased.

Figure 24: Education Levels



Source: Stats SA 2011

Figure 24 illustrates although there has been a decrease in the education levels at lower grade, while the higher grades have experienced and increase in numbers (Grades 10, 11 and 12).

The table below indicates changes in population older than 20 in respect of education. It is noted that there was a decline in people with no schooling and an increase in the percentage of population with matric. This suggest improvement in respect of education in the municipality.

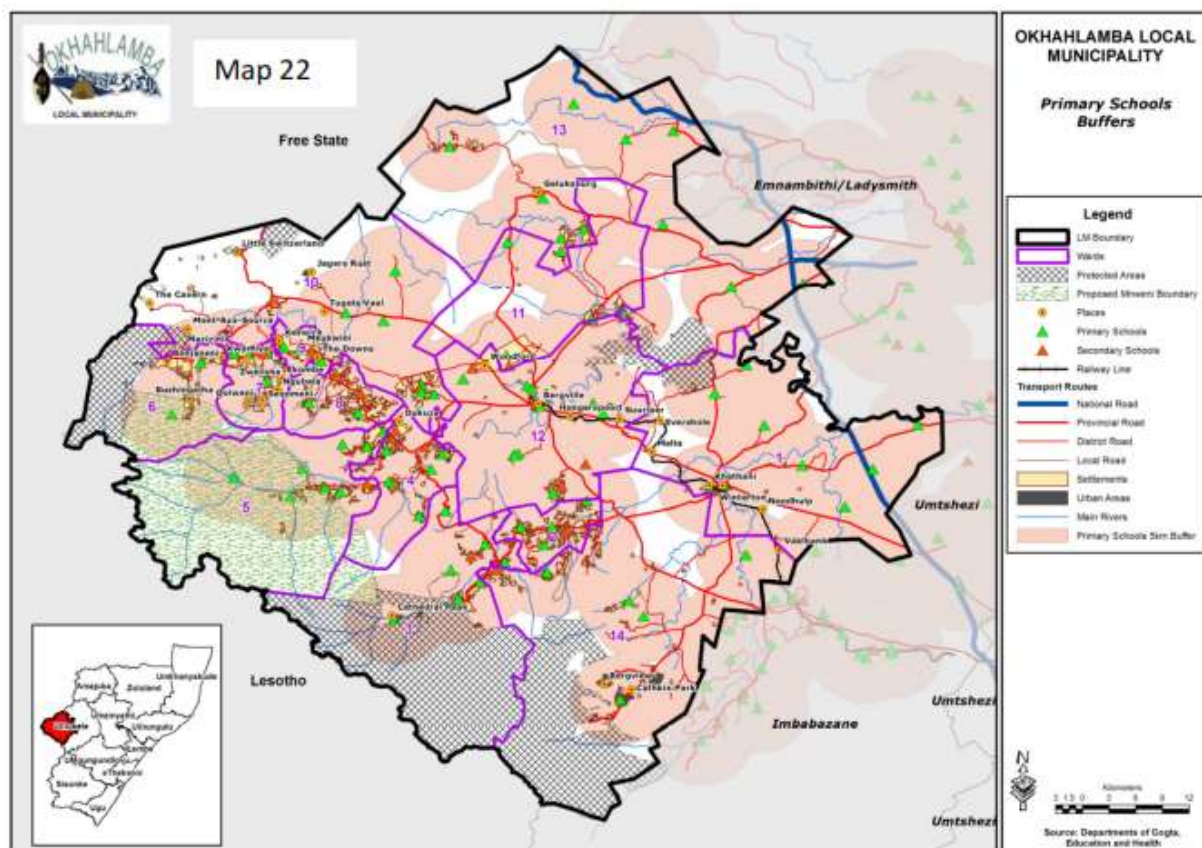
Table 20: Education (aged 20 +)

No Schooling		Higher Education		Matric		Primary Educational Enrolment (aged 6-13)	
2001	2011	2001	2011	2001	2011	2001	2011
36.8	16.7	4.3	2.0	11.7	22.5	90.0	93.1

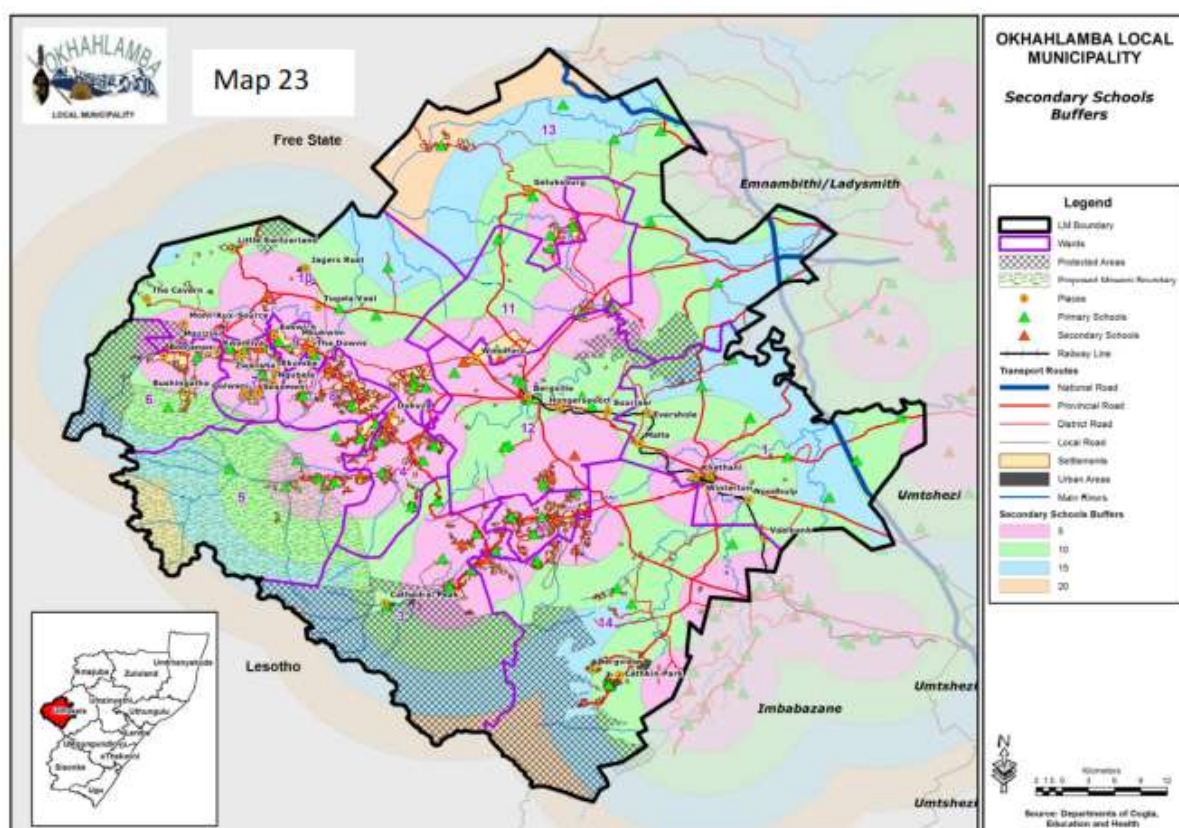
Source: Stats SA 2011

Education is a key factor in poverty alleviation and the upliftment of rural communities and is especially significant in Okhahlamba Municipality due to the large number of children under the age of 19. In terms of primary schools, the municipality is very well serviced as all settlements and towns have a primary school within 5 km of the community. Primary schools are located in all the towns and around all key settlement areas including Emmaus and Woodford.

Map 28: Primary schools



Map 29: Secondary schools

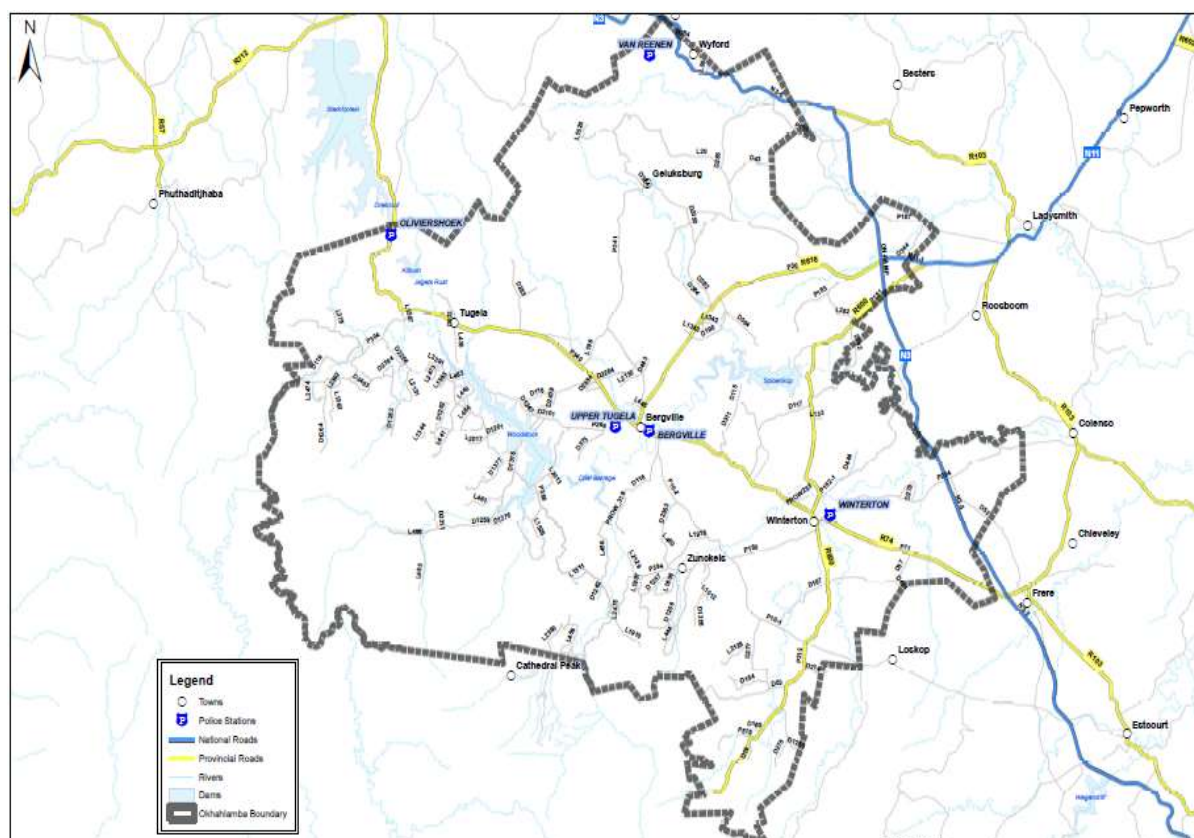


Most settlements and towns have a high school within 5 km of the community. However, the fact that Bergville does not have a high school affects the social cohesion of the young population. Scholars tend to leave the area in search for other secondary schools. The municipality is planning to investigate the feasibility of a high school in Bergville to determine whether the threshold of the area would permit a high school, as well as a FET college for further education. This could contribute to skills development, taking into account the high level of illiteracy in the area. There is also a proposal to increase the number of mobile libraries that service the deep marginalized rural areas, as well as developing more Thusong Centers in these areas. This initiative will bring government services closer to the people.

2.5.2.4 SAFETY AND SECURITY

The Municipality, in conjunction with the South African Police Services, provides safety and security services. Police Stations are located in Winterton, Bergville, Oliviershoek and Upper Tugela (refer to map 30). Each police station has established a Community Policing Forum under its jurisdiction. One of the major issues facing Okhahlamba is stock theft. According to police statistics, Bergville is among the country's stock theft hotspots and the investigation of stock theft is one of the services rendered by SAPS, to all livestock owners in Okhahlamba.

Map 30: Police stations



The municipality contributes to safety and security through their Protection services. This law enforcement section manages traffic laws and by-laws.

2.5.2.5 NATION BUILDING & SOCIAL COHESION

The promotion of nation building and social cohesion is supported by the following initiatives and programmes rolled out by the Office of the Mayor:

- **Mandela Day:** This day, in honour of Nelson Mandela, takes place every year on the 18th of July. People in Okhahlamba is requested to dedicate 67 minutes of Mandela Day to community work.
- **Human Rights Day (21/3/2013):** Community awareness to celebrate South Africa's unique constitution, which gives equal rights to all.
- **Heritage Day:** this is the day to celebrate the contribution of all South Africans to the building of South Africa. This day will include indigenous and cultural music, gospel, isicathamiya, ingoma, etc.
- **Sports month:** To promote sport development and preparation of the SALGA games.
- **Economic summit on Local Economic Transformation** is to be held in November 2013.

2.5.2.6 COMMUNITY DEVELOPMENT

In respect of community development, the Mayor's Office is rolling out the following programmes/activities.

2.5.2.6.1 YOUTH

- Re-opening of schools that include back to school campaigns (14-21/03/2013).
- Special school visits addressing historic admission and problematic schools (14-21/01/2013).
- Youth day, which will include a career expo and focus on teenage pregnancy, substance abuse and HIV/Aids.

2.5.2.6.2 ELDERLY

- It is proposed that Senior citizens programmes to be revived.
- Old citizens Awareness Campaign will focus on the creation of awareness to fight violence against old women and children.

2.5.2.6.3 WOMEN

- Woman's Day: Promote gender issues and women in leadership.
- Umkhosi WoMhlanga Camp: The Umkhosi WoMhlanga District Maidens camp will take place locally in September 2013.

2.5.2.6.4 PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS

- World Aids day will be held in December 2013 to create awareness about HIV/Aids.

2.5.3 SOCIAL DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Adequate provision of primary schools ✓ Decrease in % of people aged above 20 with no schooling ✓ Mayoral programmes in place for nation building and vulnerable groups 	<ul style="list-style-type: none"> ✓ Hospital do not serve certain areas of municipality ✓ Low levels of education ✓ Limited higher level education achieved ✓ Dilapidated state of some schools ✓ No secondary school in Bergville ✓ No tertiary educational facilities in the municipality ✓ Scholars leaving the area to attend schools in other areas ✓ Lack of focus on early childhood development programmes
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Establishment of secondary school in Bergville ✓ FET college in Bergville 	<ul style="list-style-type: none"> ✓ Drugs ✓ Prevalence of HIV/aids ✓ Stock theft

2.6 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

2.6.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The overall project management of projects are undertaken by and the responsibility of the Director: Technical Services. However, appointed service providers undertake the implementation of projects.

2.6.2 INDIGENT SUPPORT

Okhahlamba Municipality adopted an Indigent Support policy to promote social and economic development within the community of Okhahlamba. The objective is to assist the indigent community with funding from the Inter-Governmental Transfer so that the community may enjoy services provided by the municipality irrespective of their financial situation. In order to qualify for such assistance, each indigent household will be required to meet certain criteria. The municipality recognizes the high level of poverty that exists within the community and the high number of households whose monthly income is below the poverty line. The number of households who will receive such assistance will be determined by the Council on an annual basis, in relation to the equitable share allocation available for such purposes as determined in the annual budget.)

An indigent register has been compiled for households with an income of less than R 2 160.00 per month, which is considered indigent. The budget allocated to indigent support accounts for 2.4% of general expenditure in Final Annual Budget for 2013/14.

2.6.3 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The Okhahlamba Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. Revenue raising strategies are listed as follows:

- Parking metres / Reserved parking fees: Due to the fact that we have limited parking available in Bergville and Winterton, charging parking fees will help control parking congestion, and only people who have come to do business in town will park in town.
- Business License: Businesses should be required to have licenses to operate, and these should be renewable annually.
- Photocopier Register: A register should be kept for photocopier machines in order to record meter readings and the municipality should record copies made for private purposes, and minimal fees should be charged for these.
- Interest on Investments: Excess funds that are not due to be used in the current month should be invested with approved financial institution so that extra interest can be earned from these funds.
- Asset management: It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme review and insurance cover. This part of the plan will be extended to assist in identifying and listing unutilised/ uneconomic assets with a view to disposal as previously indicated.

- Okhahlamba has a rates policy, which is mandated by Section 3 of the Local Government: Municipal Property Rates Act, 2004 (No. 6 of 2004), which specifically provides that a municipality must adopt a Rates Policy. This policy document guides the annual setting (or revision) of property rates. It does not make specific property rates proposals. As allowed for in the Act, the municipality has chosen to differentiate between various categories of property and categories of owners of property. Some categories of property and categories of owners are granted relief from rates. The municipality however does not grant relief in respect of payments for rates to any category of owners or properties, or to owners of properties on an individual basis, other than by way of an exemption, rebate or reduction provided for in this policy.

2.6.4 MUNICIPAL CONSUMER DEBT POSITION

This municipality raises income from property rates, refuse removal, letting of properties, rates clearances and building plans. Other services are rendered on cash basis, meaning you first pay and then a service is rendered, except for property rates, refuse removal and letting of properties. When the municipality bill, income is recognised, but not all of this income reaches the municipality. Our current recovery rate is sitting at 34%, meaning the municipality need to come up with a serious debt management and recovery strategy.

The municipality has since developed a credit control policy, which prescribes steps to be taken to recover debt, more especially long outstanding debts. Firstly, the municipality has planned on granting customers relief on interest and penalties for at least two months in a year. During this period, all customers who pay all their accounts in full will receive a relief on their interest and penalties.

After this relief if the municipality still has long outstanding debts we have planned to issue first notices, then second notices and then final notices. After final notices, we will be handing outstanding debtors over to our attorneys for collection. Thereafter the municipality will attach properties.

Bad Debts are as follows:

- Erf 358, Bergville: Land Purchased for the development of a fresh produce market.
- Portion 1 Erf 38, Winterton was sold for the purpose of a Safe haven for abused women and children to Isibani.

2.6.5 GRANTS & SUBSIDIES

A municipality is supposed to be self-sufficient or at least largely self-funded. Access to funds is a key to the fulfilment of local government objectives and is a major enabler for delivery of sustainable services. However, the fiscal arrangement set out in Chapter 13 of the Constitution provides that local government is 'entitled to an equitable share of revenue raised nationally' and may also receive additional conditional transfers from national and provincial government. The Constitution also requires a municipality to raise its own funds through property rates, surcharges, service fees, etc. To this end, the local government fiscal framework provides a range of sources of funds, and does not limit municipal funding simple to own funds.

Okhahlamba is heavily reliant on grant funding, which accounts for 71.6% of revenue in the Final Annual 2013/14 budget. Equitable share accounts for 66% of grants, while Municipal infrastructure grant accounts for 23.4% of the Final Annual 2013/14 budget. Other grants include Grant Finance Management, MSIG, Small Town Rehabilitation, EPWP, Art & Culture subsidy and the Provincialisation of Library grant.

2.6.6 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (O&M)

The municipality has adopted a fixed asset policy, which requires the compilation of a fixed assets register and classification of assets. It also requires the preparation of maintenance plans in respect of new infrastructure asset with a value of R100 000 (one hundred thousand rand), which must be submitted to the council for approval.

The budget allocated to operation and maintenance in the in the Final Annual 2013/14 budget, accounts for 7.3%.

2.6.7 MUNICIPALITY'S CREDIT RATING

A municipality should maintain a positive cash position. Section 45 of the Municipal Finance Management Act (MFMA) indicates that municipalities are not allowed to close their financial year end books with a short term borrowing or overdraft.

At the end of the 2011/2012 financial year, Okhahlamba Municipality had R 71, 667, 130 in current assets and R47, 305, 119 in current liabilities. This means that the municipality had enough cash to settle its operating expenses.

2.6.8 EMPLOYEE RELATED COSTS

Employee related costs (salaries and allowances) accounts for 25.4% of the final annual budget for 2013/14 and is below the norm of 35%. Employee related costs for the financial year ending 30 June 2012 was 36.8%. There has thus been a reduction in employee related costs for this financial year.

2.6.9 SUPPLY CHAIN MANAGEMENT

The municipality has developed and adopted the Supply Chain Management Policy. A supply chain management unit is established operates under the direct supervision of the chief financial officer.

2.6.10 FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Land for development(Urban and Rural) ✓ Tourism ✓ Qualified Staff Complement ✓ Existing facilities for rental ✓ Policies in place 	<ul style="list-style-type: none"> ✓ Shortage of critical officials ✓ Limited rate base ✓ Lack of staff retention ✓ Recruitment of qualified personnel ✓ Acquisition of land ✓ High grant dependency ✓ Lack of capacity to implement projects

<ul style="list-style-type: none"> ✓ Supply chain management unit and policy in place ✓ Financial strategies in place to enhance revenue raising 	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Tariffs imposing ✓ Revenue enhancement 	<ul style="list-style-type: none"> ✓ Staff turnover ✓ Non- spending on conditional grants

2.7 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

2.7.1 GOOD GOVERNANCE ANALYSIS

2.7.1.1 NATIONAL AND PROVINCIAL PROGRAMMES AT MUNICIPAL LEVEL

2.7.1.1.1 OPERATION SUKUMA SAKHE

Operation Sukuma Sakhe operates in all wards (14 wards) of Okhahlamba Local Municipality. Each ward has a war room, where all stakeholders (government departments, NGO's, Traditional leaders, FBO's, CCG's) come to the war room to fight poverty, crime and other issues that are problematic in the community. Each war room has a convener who chairs Ward Task Team (WTT) meetings and the ward Councillor is the champion of the war room. The convener comes to the meetings and they meet every month with all stakeholders to discuss community issues that were identified during household profiling by the CCG's (Community Care Giver). The war rooms operate in community halls and in school. Some wards are too wide, so sub-war rooms were established for the benefit of the whole wards. As such, ward 02, 11, 13, and 14 has sub-war rooms. War rooms are open every day of the week for the community to come with their issues that need necessary interventions. Managers are deployed in these 14 wards to monitor the functionality of the war room.

CCG's does households profiling whereby they identify different needs that need to be fulfilled through different referrals/ interventions from different stakeholders/government departments. Each ward conduct an Operation MBO after finishing analysing the household profiling forms, where all government departments will come and render their services to people at a ward level.

Local Task Team meetings take place once a month in the Municipality Offices whereby all Stakeholders Managers, WTT conveners, traditional leaders and NGOs, ward Councillors and the Mayor come to the meeting to discuss issues that were not resolved in the war room and to get the report of the WTTs from the ward conveners. They also discuss the functionality of the war rooms and come up with solutions for those that need help. The Local Task Team writes a monthly report to the District Task team about the operations of the WTTs. OSS celebrates all calendar events. On 21 March 2013, Human Rights Day was celebrated at ward 06; 16 days of Activism Uthukela District Campaign against abuse of senior citizens, disable person, children and women was at ward 02. During that month, OSS organised a march to protest against giving bail to two boys who killed and raped an old women for her pension money, and for two children who were killed too by their parents.

Through household profiling six houses were handed over to the families in need. On April 12, 2013 the MEC of Transport, Community Safety and Liaison Mr WT Mchunu did a sod turning of Tonyelani and Mweni pedestrian bridges and sod turning of Nsetheni river bridge. Three demo war rooms will be branded soon, in wards 01, 03 and 09. All war rooms are now functional. The main war room is in the Municipal Offices where the information and assistance is always available for the war rooms to be sustainable.

Last year in December and early January 2013, OSS played a huge role during the heavy storm. Assessment were done and immediate interventions were rendered, which included food parcels, blankets and tents that were given to affected households.

2.7.1.2 IGR

IGR structures have been established between the district and local municipalities and all the Mayors have signed the IGR protocols. IGR structures include:

- The District Intergovernmental Forum (DIF) or the Mayors Forum.
- The District Technical Support Forum (DTSF) or the Municipal Manager's Forum.

The uThukela District Mayor is the chairperson of the District Intergovernmental Forum and attends the KZN Provincial Premier's Forum meetings.

The Municipality also attends and form part of the Okhahlamba Drakensberg Park World Heritage Site Buffer Zone Technical Committee, an Integrated Governmental structure which meets once a month. The structure provides strategic and technical advice to Planners / GIS specialists concerning the SDF and statutory applications.

Other IGR structures in the district include the following forums:

- Planning Forum, chaired by the Municipal Manager of Umtshezi;
- Finance Forum, chaired by the Municipal Manager of Okhahlamba;
- Corporate Forum; and
- Infrastructure forum.

2.7.1.3 MUNICIPAL STRUCTURES

The following structures have been created within Okhahlamba municipality:

- Council;
- Exco;
- Manco;
- Portfolio committees;
- Ward committees have been established and provided with the necessary training, which imparts them with the skills required for their effective functioning at ward level.
- IDP Steering committee;
- MPAC;

2.7.1.4 AUDIT COMMITTEE

The municipality has an established Audit committee with the following duties and responsibilities:

An Audit committee is an independent advisory body, which must:

- Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality. Or the board of directors, the accounting officer and the management staff of the municipal entity. On the matters relating to-
 - Internal financial control and internal audits:
 - Risk management
 - Accounting policies
 - The adequacy, reliability and accuracy of financial reporting and information;
 - Performance management;
 - Effective governance
 - Compliance with this Act, the Annual Division of Revenue Act and any other applicable legislation,
 - Performance evaluation; and
 - Any other issues referred to it by the municipality or municipal entity.

2.7.1.5 STATUS OF MUNICIPAL POLICIES

The municipality has the following policies of which the majority has been reviewed recently:

Table 21: Municipal policies

Date	Title
FINANCE DEPARTMENT	
04 Apr 2013	Virement Policy
09 Jun 2010	Subsistence and Travel Policy
19 Apr 2013	Draft Rates Policy 2013/2014
19 Apr 2013	Budget Implementation and Management Policy
19 Apr 2013	Petty Cash Policy
19 Apr 2013	Draft Tariffs Policy 2013/2014
04 Apr 2013	Draft Principles and Policy on Property Rates
04 Apr 2013	Municipal Supply Chain Management Policy
04 Apr 2013	Banking and Investment Policy
04 Apr 2013	Indigent Support Policy
04 Apr 2013	Fixed Assets Policy
04 Apr 2013	Consumer Care, Credit Control and Debt Collection Policy
	Draft Fleet management policy
	Draft unallocated revenue policy

	Cooperatives Policy
MUNICIPAL MANAGERS OFFICE	
	Enterprise Risk Management Policy
	Anti-Fraud and anti-corruption policy
	Performance Management
CORPORATE DEPARTMENT	
02 May 2012	Human Resources Policy & Procedures Manual
	Draft IT policy
	Records management policy
SOCIAL DEPARTMENT	
	Hall Administration Policy
	Indigent burial support
	Co-operatives policy
	Businesses Licencing bylaws
	Informal traders policy

2.7.1.6 MUNICIPAL RISK MANAGEMENT

Okhahlamba Local Municipality is committed to a process of risk management that is aligned to the principles of good corporate governance, as supported by the Municipal Finance Management Act (MFMA), Act no 56 of 2003, and has developed an Enterprise Risk Management Policy and Framework.

Risk management is recognised as an integral part of responsible management and the Municipality therefore adopts a comprehensive approach to the management of risk. The features of this process are outlined in the Municipality's Risk Management Framework. It is expected that all departments, operations and processes will be subject to the risk management framework. It is the intention that these departments will work together in a consistent and integrated manner, with the overall objective of reducing risk, as far as reasonably practicable.

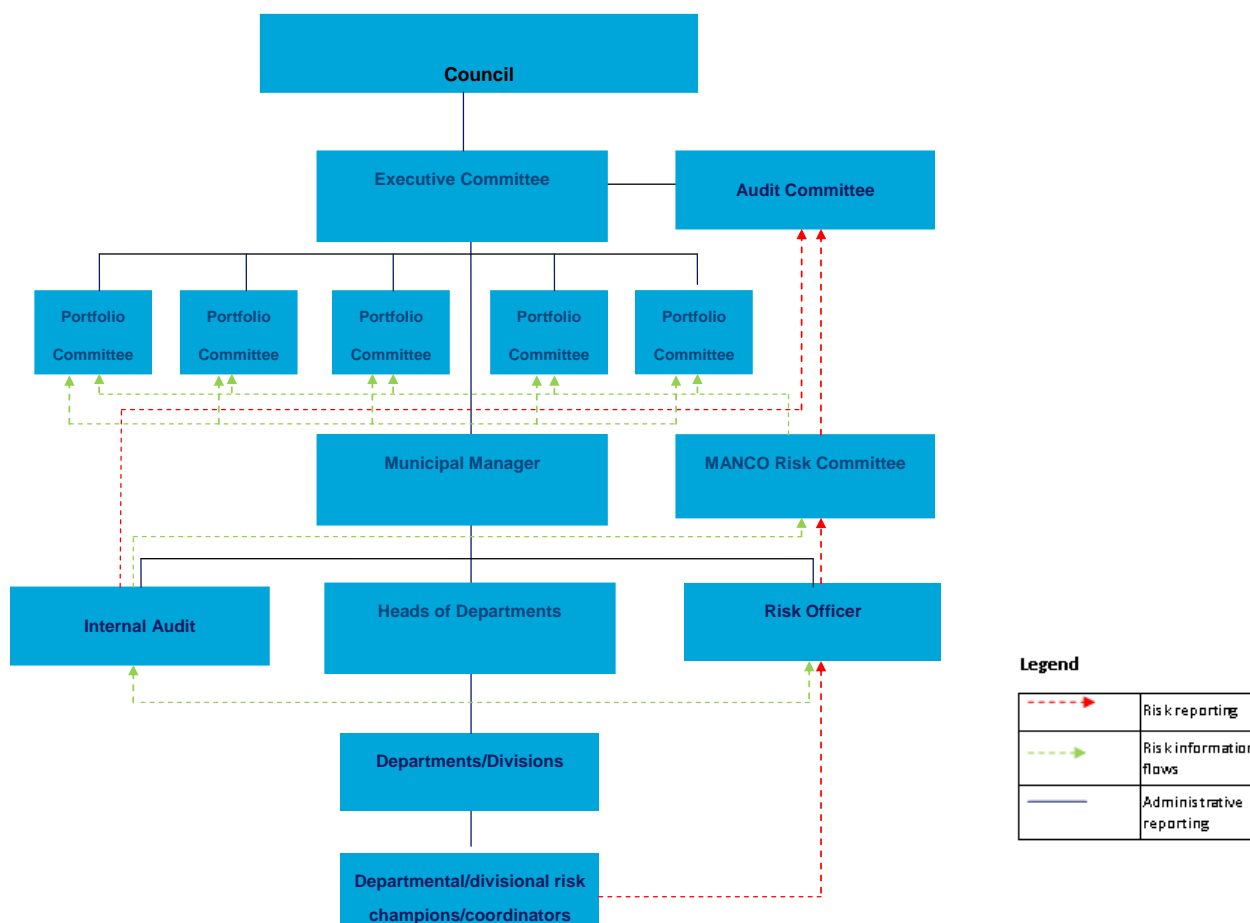
Effective risk management is imperative to the Municipality to fulfil its mandate, the service delivery expectations of the public and the performance expectations within the Municipality.

The realisation of the Municipality's strategic plan depends on the Municipality being able to take calculated risks in a way that does not jeopardise the direct interests of stakeholders. Sound management of risk will enable the Municipality to anticipate and respond to changes in its service delivery environment, as well as to take informed decisions under conditions of uncertainty. The Municipality subscribes to the fundamental principles that all resources will be applied economically to ensure:

- The highest standards of service delivery;
- A management system containing the appropriate elements aimed at minimising risks and costs in the interest of all stakeholders;

- Education and training of all staff to ensure continuous improvement in knowledge, skills and capabilities which facilitate consistent conformance to the stakeholders expectations; and
- Maintaining an environment, which promotes the right attitude and sensitivity towards internal and external stakeholder satisfaction.

Figure 25: Municipal Risk Management Oversight Structure



The Municipality is adopting a wide approach to risk management, which means that every key risk in each part of the Municipality will be included in a structured and systematic process of risk management. It is expected that the risk management processes will become embedded into the Municipality's systems and processes, ensuring that the Municipality's responses to risk remain current and dynamic. All risk management efforts will be focused on supporting the Municipality's objectives. Equally, they must ensure compliance with relevant legislation, and fulfil the expectations of employees, communities and other stakeholders in terms of corporate governance.

The municipality has established a municipal risk management oversight structure, depicted above (figure 25):

2.7.1.7 MUNICIPAL BYLAWS

Municipal bylaws are public regulatory laws, which apply in a certain area, in this case Okhahlamba Municipality. A local or municipal government gets its power to pass laws through a law of the national or provincial government, which specifies what things the town or city may regulate through bylaws.

The Okhahlamba municipality has in terms of section 156 of the Constitution, 1996 (Act 108 of 1996), read in conjunction with section 11(3) (m) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) made the following municipal by-laws:

- Control of Outdoor Advertising.
- Pound By-laws.
- By-laws relating to Dogs.
- Public Health by-laws.

2.7.2 PUBLIC PARTICIPATION ANALYSIS

Okhahlamba municipality has developed an Integrated Communications Strategy Framework to enhance its effectiveness in all operational spheres. The municipality is committed to provide accurate service delivery, and is willing to engage with business, communities and other stakeholders to ensure that service delivery targets are met. The strategy includes a quarterly newsletter, revamping of the website and the use of social media, such as Twitter, Facebook, LinkedIn, YouTube, etc. (Facebook and Twitter links are available on the municipal website). The communication strategy also ensures that municipal staff are well informed of what is happening in the municipality and well equipped with information.

Communication dissemination methods include the following:

Internal communication flow:

- Communication between internal departments through an internal weekly or bi-monthly email newsletter.
- Communication between committees, entities, affiliates, partners and staff.
- Cost reduction efforts by using notice boards, Skype/Google etc.
- Ensuring quality standards of municipal documents.
- Customer service training.

External communication flow:

- Traditional media: newspapers, radio, establishment of local newspaper.
- Electronic media: Okhahlamba website
- Social media: Email newsletter, Business Registry, SMS marketing.

The Municipality adopted its public participation program to involve the community during the Integrated and Development Program (IDP) and Budget Process, as indicated in table 25 and 26. These meetings were attended by MANCO members and Councillors.

Table 22: Public participation per ward - programme

CLUSTER	WARDS / AMAWADI	VENUE / INDAWO	TIME / ISIKHATHI	DATE / USUKU
1	1, 2, 3 & 14	EMMAUS/MAMFEMFETHENI HALL	11h00	21/04/13
2	4, 5, & 8	TABHANE COMMUNITY HALL	11H00	24/04/13

CLUSTER	WARDS / AMAWADI	VENUE / INDAWO	TIME / ISIKHATHI	DATE / USUKU
4	11 & 13	HAMBROOK COMMUNITY HALL	11H00	26/04/13
3	6, 7 & 9	NEWSTAND SPORTSFIELD	11H00	02/05/13
5	10, 11 & 12	WOODFORD COMMUNITY HALL	11H00	03/05/13

Table 23: Stakeholder's Meetings

STAKEHOLDER	VENUE	TIME	DATE
WINTERTON RATEPAYERS ASSOCIATION	WINTERTON FARMERS HALL	18H00	02/05/13
KHANYISA RATEPAYERS ASSOCIATION	OKHAHLAMBA MUNICIPAL CHAMBER	18H00	24/04/13
CATHKIN PARK RATEPAYERS ASSOCIATION	Venue to be confirmed	18H00	26/04/13
GELUKSBURG RATEPAYERS ASSOCIATION	GELUKSBURG FARMERS HALL	17H00	03/05/13
OKHAHLAMBA TRADITIONAL LEADERSHIP & BLACK LANDOWNERS	OKHAHLAMBA MUNICIPAL CHAMBER	11H00	30/04/13
ALL GOVT. STAKEHOLDERS	OKHAHLAMBA MUNICIPAL CHAMBER	11H00	07/05/13

2.7.3 GOOD GOVERNANCE & PUBLIC PARTICIPATION SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ The municipality has IGR structures in place ✓ Policies in place and reviewed ✓ Audit committee in place ✓ Municipal structures in place ✓ Enterprise Risk Management Policy and Framework in place ✓ Access to technology ✓ Adaptable environment ✓ Willingness to learn ✓ Determination to alter public perception 	<ul style="list-style-type: none"> ✓ Lack of coordination with sector departments ✓ Lack of skills ✓ Language barrier
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Improved coordination with sector departments ✓ Improvement of IGR structures ✓ Engage with staff ✓ Engage with public ✓ Improve public image of the municipality through dissemination regarding projects, updates and achievements 	<ul style="list-style-type: none"> ✓ Time and budget constraints ✓ Willingness of departments to deliver communication pieces on time ✓ Political agendas ✓ Communities/people not attending meetings

2.8 KEY CHALLENGES

KPA	KEY CHALLENGES
Municipal Transformation & Organizational Development	<ul style="list-style-type: none"> ❖ Non Recruitment of Section 56 employees ❖ Inadequate Staff Retention Policy ❖ Non Implementation of PMS ❖ Non Implementation of the PMS Policy ❖ Performance Reviews not done ❖ HIV/ AIDS epidemic ❖ None existence of the EAP Policy ❖ Resistance to Change and Transformation ❖ Health and Safety Welfare ❖ Improper career pathing ❖ Induction plan not in place ❖ Implementation of the Anti-fraud and Corruption Policy ❖ Non implementation of a Risk Management Policy
Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> ❖ Provision of electricity. ❖ State of the municipal roads: Infrastructure ❖ Provision of Community Facilities ❖ Water and Sanitation ❖ Housing Developments ❖ Building of Illegal Structures ❖ Waste Management Infrastructure
Good Governance and Public Participation	<ul style="list-style-type: none"> ❖ No communication strategy ❖ Lack of municipal branding ❖ Loss of information ❖ Councillor's oversight role in portfolio committees ❖ Lack of computer skills (municipal employees) ❖ Expectation gap between the local community and the municipality ❖ Participation of Traditional Leadership in the municipal Council ❖ No implementation of by-laws ❖ Control Environment (to achieve clean audit)
Local Economic & Social Development	<ul style="list-style-type: none"> ❖ Poor monitoring of Co-operatives and SMMEs projects ❖ Investment opportunities especially in holiday letting, agricultural activities, tourism, light industry, communications, IT etc ❖ Levels of illiteracy is very high ❖ There is a high rate of HIV/AIDS infections ❖ Here is high rate of unemployment in the area of Okhahlamba
Municipal Financial Viability & Management	<ul style="list-style-type: none"> ❖ Grant dependency/ revenue enhancement ❖ Timeous and accurate reporting ❖ Financial system ❖ Outstanding debt ❖ Supply Chain Management ❖ Asset management ❖ Achieving clean audit by 2013/2014 and going forward ❖ Attain 100% Capex

KPA	KEY CHALLENGES
Spatial, Environmental and Rural Development	<ul style="list-style-type: none"> ❖ Illegal Dump Site ❖ Illegal Development. ❖ Shortage of Land for cemetery development ❖ Unresolved Land Reform projects ❖ Lack of municipal owned land for development ❖ Implementation of the KZN Planning and Development Act (Act 6 of 2008) ❖ Lack of municipal records for previous development approval

2.9 COMBINED SWOT ANALYSIS

The SWOT analysis reflects areas in the municipality that need to be improved and need to be prioritised in planning and development processes. The analysis further reflects areas in which the municipality should explore and should utilise for optimal benefit. These areas are those areas that can be grouped into key performance areas such as:-

- Local Economic and Social Development
- Service Delivery and Infrastructure
- Municipal Transformation and Organisational development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Spatial & environmental

SPATIAL & ENVIRONMENTAL

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> •The LM has a rich biodiversity, and is well endowed with unique environmental features, including a mountain range, river systems and wetlands; •Municipality had an SDF which provides a guideline; •Municipality is rich with eco-tourism products; •Municipality is rich in rivers, streams and water sources; •Municipality experiences good rainfall; •Municipality is rich with biodiversity; •Okhahlamba does not have major air pollution. 	<ul style="list-style-type: none"> •Good potential to be a tourist destination; •Good potential for agriculture practices; •Catchment management measure is required to arrest this trend; •There is an opportunity to identify landfill site and undertake specialist studies to develop municipal Integrated Waste Management Plan (IWMP); •Room to develop environmental management policies & by-laws; •Room to establish Environmental Management Section should be established at the Municipality •Training is needed on NEMA Regulations & Green Governance at local level •Allocate sufficient budget for environmental management programmes •Need for municipality to participate in environmental management forums
WEAKNESSES	THREATS
<ul style="list-style-type: none"> •The municipality does not have an Environmental Management Section 	<ul style="list-style-type: none"> •Prone to waterborne diseases due to lack of landfill;

<ul style="list-style-type: none"> • There is no permitted waste disposal site; the dumping site is poorly controlled • There is no Integrated Waste Management Plan • Most of Environmental Management issues are not catered for within the IDPs • Lack of financial resource to develop environmental sector plans • Lack of budgeted Environmental management education & awareness projects; • Existing tourism potentials have not been maximally exploited; • Poor agricultural practices. 	<ul style="list-style-type: none"> • Prone to flooding;
<i>DISASTER MANAGEMENT</i>	
STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Disaster management plan in place. • The plan identifies various ventures that need to be pursued in order to curb down disasters • Funding received for Disaster management centre 	<ul style="list-style-type: none"> • Municipality is prepared to handle disaster • Review and update of DMP
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • Some communities are further than 20km away from emergency services • Level of vulnerability of communities with low socio-economic status is high • No awareness programmes in place 	<ul style="list-style-type: none"> • Impact of Climate change • Floods, erosion and fire
<i>MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT</i>	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Existing municipal organogram • Providing experiential training(In-service /Unemployed graduates • Appointment of an IT Officer • OHS functioning committee • VIP system in place(HR) • Filling of the vacant positions(structure) • Workplace Skills Plan 	<ul style="list-style-type: none"> • No job descriptions (some of the employees) • Non appointment of Director Corporate • Loss of information due to negligence • Employees unethical behavior and conduct • Attendance register • No assemble point • No IDP/PMS manager
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • DOI's grants /learnership (unemployed) LGSETA • Availability of study opportunities(bursaries) • Awareness Campaigns(Life skills) • Municipal policies in place(guiding documents) • Youth office(assist youth) • Submission of ATR 	<ul style="list-style-type: none"> • Labour turnover • Improper career pathing (staff members) • HIV/AIDS pandemic • Illiterate youth around okhahlamba • High rate of unemployment(crime) • Unethical behaviour/conduct
<i>SERVICE DELIVERY AND INFRASTRUCTURE</i>	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Consolidate and complete existing projects 	<ul style="list-style-type: none"> • Electrical capacity is constrained

<ul style="list-style-type: none"> •Electrical infrastructure available •High level of access to electricity for lighting •Eskom identified areas of constrain •Eskom identified possible projects •IWMP in place •Improvement in access to water •High water service delivery backlogs •Majority of households (75%) does have access to a basic level of sanitation service 	<ul style="list-style-type: none"> •High dependence on wood for cooking and heating •Lack of plants and equipment for road maintenance and construction •Insufficient funding e.g. grants dependent •Long term plan of infrastructure (road Electricity) •Non alignment of plans with sector department •Municipal refuse removal is limited •Illegal dump site
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> •Improvement in water infrastructure •Improvement of sanitation infrastructure •Housing projects provides opportunities to create sustainable human settlement 	<ul style="list-style-type: none"> •Household dumpsites can pose threats to environment and water sources •Land constrains for development
<i>LOCAL ECONOMIC DEVELOPMENT</i>	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Soya bean mill in Winterton for value adding ✓ Available Natural Resources (Land and Water) ✓ Training through the Department of Labour ✓ Equipment, seeds and lime from Department of Agriculture ✓ Agricultural extension officers to monitor projects ✓ Availability of natural resources (e.g. veld, flowers and animals) ✓ Dedicated and positive attitude of the people ✓ Heritage sites, we can also learn a lot and also teach others National Park ✓ Diversity of SMME activity ✓ Access to local affordable transport ✓ Established transporting sector ✓ Locality to main routes i.to. import and export of goods 	<ul style="list-style-type: none"> ✓ No working cold storage in Municipality ack in ownership of land ✓ Lack of sufficient skills and training ✓ Transport of workers and products ✓ Lack of buildings and stores ✓ Insufficient infrastructure e.g. Roads ✓ Certain unproductive land areas due to rocks ✓ Limited value adding taking place ✓ Production is not always demand driven ✓ Limited marketing mechanisms ✓ Insufficient accommodation ✓ Lack of proper infrastructure ✓ Heritage sites / routes not developed ✓ Lack of tourism skills within the general community ✓ General market unawareness of all that the area can offer ✓ Project driven rather than profit driven economic initiatives ✓ Lack of business and management skills amongst small businesses ✓ Unsuitable routes and rough roads in some areas ✓ Lack of accessibility of taxis and busses to key destinations
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Proposed facility to process hemp into disposable fabrics ✓ Upskill local farmers in specific high value crops ✓ Unused water resources ✓ Access to funding for emerging farming ✓ Processing facilities for poultry (e.g. co-operative) 	<ul style="list-style-type: none"> ✓ Investment into new projects, without feasibility proven ✓ Cattle trespassing on land and roads ✓ Land tax (Property tax) ✓ Rapidly changing markets ✓ Loss of fertile soil ✓ Degradation of the environment, e.g. veld fires and pollution ✓ Improper management of infrastructure

<ul style="list-style-type: none"> ✓ Demand wholesale for agricultural products ✓ Accessing external markets for export ✓ Local produce market ✓ Skills development ✓ Value adding (e.g. poultry and fruit products) ✓ Intensive training of local community ✓ Partnerships of tourism role-players ✓ Encourage more volunteers in tourism ✓ Sustained and combined marketing effort (Product specific) ✓ Expansion of Eco and Adventure Tourism ✓ Current government development policies ✓ Skills Development Act and SETA initiatives ✓ Proper utilization of existing infrastructure and support systems 	<ul style="list-style-type: none"> ✓ Crime, especially affecting tourists ✓ Lack of co-ordination amongst all role-player ✓ Lack of adaptation to market changes and needs ✓ Potential short lifespan of certain SMMEs ✓ Loss of capital investments and consumer expenditure from the area.
<i>SOCIAL DEVELOPMENT</i>	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Adequate provision of primary schools ✓ Decrease in % of people aged above 20 with no schooling ✓ Mayoral programmes in place for nation building and vulnerable groups 	<ul style="list-style-type: none"> ✓ Hospital do not serve certain areas of municipality ✓ Low levels of education ✓ Limited higher level education achieved ✓ Dilapidated state of some schools ✓ No secondary school in Bergville ✓ No tertiary educational facilities in the municipality ✓ Scholars leaving the area to attend schools in other areas ✓ Lack of focus on early childhood development programmes
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Establishment of secondary school in Bergville ✓ FET college in Bergville 	<ul style="list-style-type: none"> ✓ Drugs ✓ Prevalence of HIV/aids ✓ Stock theft
<i>FINANCIAL VIABILITY AND MANAGEMENT</i>	
<ul style="list-style-type: none"> ✓ Land for development(Urban and Rural) ✓ Tourism ✓ Qualified Staff Complement ✓ Existing facilities for rental ✓ Policies in place ✓ Supply chain management unit and policy in place ✓ Financial strategies in place to enhance revenue raising 	<ul style="list-style-type: none"> ✓ Shortage of critical officials ✓ Limited rate base ✓ Lack of staff retention ✓ Recruitment of qualified personnel ✓ Acquisition of land ✓ High grant dependency ✓ Lack of capacity to implement projects
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Tariffs imposing ✓ Revenue enhancement 	<ul style="list-style-type: none"> ✓ Staff turnover ✓ Non- spending on conditional grants

GOOD GOVERNANCE & PUBLIC PARTICIPATION	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ The municipality has IGR structures in place ✓ Policies in place and reviewed ✓ Audit committee in place ✓ Municipal structures in place ✓ Enterprise Risk Management Policy and Framework in place ✓ Access to technology ✓ Adaptable environment ✓ Willingness to learn ✓ Determination to alter public perception 	<ul style="list-style-type: none"> ✓ Lack of coordination with sector departments ✓ Lack of skills ✓ Language barrier
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Improved coordination with sector departments ✓ Improvement of IGR structures ✓ Engage with staff ✓ Engage with public ✓ Improve public image of the municipality through dissemination regarding projects, updates and achievements 	<ul style="list-style-type: none"> ✓ Time and budget constraints ✓ Willingness of departments to deliver communication pieces on time ✓ Political agendas ✓ Communities/people not attending meetings

Strengths

- Favourable Geographic Location and surrounded by potential revenue sources, the Drakensberg is considered as one of the great natural spectacles of Southern Africa. The declarations of the Okhahlamba- Drakensberg Park and the Amphitheatre as World Heritage Sites by UNESCO in 2001 pursue to substantiate this point.
- Natural Environment and Natural Resources, the mountains systems are unique and contain significant scenic, water and agricultural resources as well as world- renowned archaeological resources and unique natural resources.
- Abundance of Natural and Water Resources, the area is renowned for its scenic beauty, abundant rock art and is the primary water catchment for the Province of KwaZulu-Natal (Source of the Tugela River, Woodstock Dam and Spioenkop Dam are major water features).
- High Agricultural and Soil Potential, the municipality enjoys a relatively high and good quality soil. A majority of the municipality is running from north-west to the south-east extending to the north-east boundaries (Free State Province and Lesotho) and has a high agricultural potential.
- Drakensberg Mountains, these constitute a unique natural heritage, of both natural as well as international importance, the singularity of their geological history, their importance as a major water source area, their rich history and pre-history, cultural history and rock art. These mountains have a potential of becoming as one of the major tourism focus areas for Southern Africa.

- Bio-diversity Resources, these comprise an important component of the areas tourism resource base, and contribute significantly to the natural beauty of the area. The uniqueness of being the only place in KZN with the bird species of fauna and avifauna and this is receiving increasing interest from eco-tourists. The avifauna (as the more dominating species in particular) has the potential to play an even greater role as an ecotourism attraction.
- Developing Economy, the Drakensberg is one of the key tourism and recreation destinations in the province, and there is increasing pressure to further develop the approaches to the Drakensberg for Tourism. Development pressure is also being exerted by commercial farming and other commercial interests, as well as the rural communities in the area who have limited resources available to them.
- Development Control, although rural in nature, certain areas of the municipality are administered by a Scheme (Bergville, Winterton and Cathkin Park) and development within these areas are controlled. Further to that, the Special Case Area Plan (SCAP) was developed to assist in controlling the increasing pressure for various forms of development in the Berg.
- Ability to work with different traditional authorities, the municipality comprises of three traditional authority areas (Amangwane, Amaswazi and Amazizi). Apart from dealing with the different ratepayers associations, the municipality also deals with three different traditional authorities and is able to maintain relations amongst these different authorities.
- Willingness of staff, the municipality's staff possesses a willingness to work hard in improving the operations and most importantly service delivery.

Weaknesses

- Unattractive town and poor branding of municipality's name, the town image is in a serious state of despair. In the same light the name and image of the municipality does not carry much weight due to poor branding.
- Service Delivery Backlog and poor maintenance of infrastructure, although limited infrastructure is available, it is poorly maintained resulting in aging road, water and sanitation infrastructure. The municipality is also experiencing serious backlog in the delivery of services resulting in a huge backlog in water and electricity provision, inadequate access to health, education and transport facilities.
- Lack of communication between departments, resulting in wasted efforts.
- Poor information management, the municipality registry is not operating as intended. There is also a lack in the information technology infrastructure to allow for regular back-ups and the municipality's website is not updated as required.
- No formal processes in monitoring logs of customer related queries issues and feedback from the community at large, this contributes largely to the expectation gaps and increase in dissatisfied consumers.
- Poor recognition of staff efforts resulting in low staff morale, the inferiority complexes among the staff from the various departments exist and at times within the same departments.

- Inability to attract desired / scarce skills, the scarce accommodation, undeveloped town/ other commercial resources, unattractive salaries and retention strategy contribute largely to this factor.

Opportunities

- Number of Existing Studies and Structures providing a basis for development, that the municipality can take advantage of including the KZN Spatial Profile, uThukela Biodiversity Plan, Landscape Characterization Project, Urban Edges Project, Buffer Zone Technical Committee, Building in the Berg, Drakensberg Approaches Policy (DAP) as well as the uThukela Tourism Strategy that provide a basis for development in the municipality and assist in future planning.
- Investment Opportunities, opportunities for external funding lie in the Tourism, Agri-industry and Local Economic Development spheres. Here lies a huge potential that can be exploited by the municipality should the right planning and strategies be developed, enhanced and implemented within the municipality. The World Heritage Sites within Okhahlamba have provided a base for the hub of activities that the tourists as well as residents enjoy and provide a platform for future development potential.
- Abundance of Natural Resources, the scenic environment, cultural and historical heritage resource boosts the demand for high composite development and resource potential for investment into the municipality. The Game Reserves in the area also form a basis for Tourism development potential.
- Existing Development as a source of revenue, job creation and marketing the area, Okhahlamba is home to a few major resorts and holiday accommodation facilities in the Berg including the infamous Nondela Mountain Estate, Cathkin Estates, Little Switzerland, Montusi Mountain Lodge, Alpine Heath, Drakensberg Sun and a number other developments in the Champagne and Cathkin Valleys.
- Enhance Commercial and Subsistence Farming; investment opportunities in the agri-industry that need to be enhanced include livestock farming, maize production, timber farming, wheat as well as bean farming.

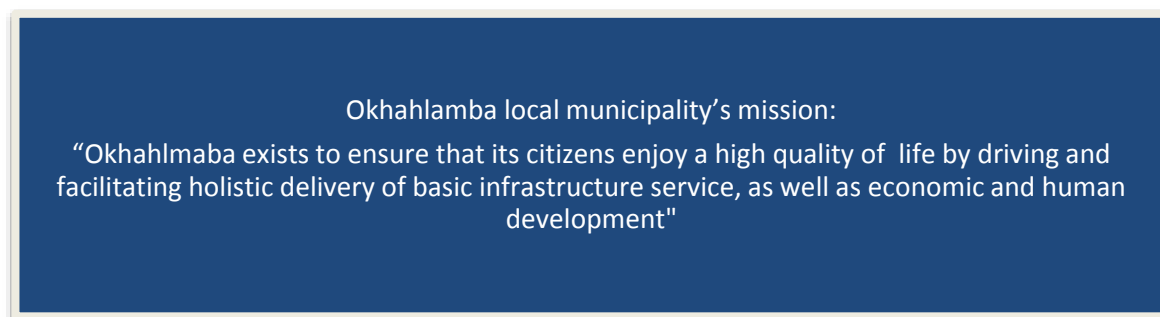
Threats

- Historical events resulting in community's lack of confidence in municipality, the municipality has in the past been associated with corruption due to the maladministration of funds, which resulted in the intervention by the MEC in terms of s139 of the Constitution. This is exacerbated by the backlog in service delivery.
- Scattered settlements, within the municipality that hinder development and ultimately service delivery. These scattered settlements are located far from the major centres and in turn hamper access to basic services, economic opportunities and markets.
- Shortage of Land for Development, majority of the land in the municipality is privately owned and this causes a major constraint to development as the municipality has to purchase land for most of the proposed developments.

- Inefficient Waste Management System, the municipality is operating an illegal Landfill Site and there is a lack of proper infrastructure for waste collection.
- Unfavourable changes in the economy; this inevitably puts pressure on the municipality for the creation of jobs.
- Increase in death rate as a result of HIV/ AIDS, this remains a challenge for the municipality.
- Increasing rate in crime, more crime related cases are reported.
- High Unemployment Rate, this has resulted in a high rate of income poverty. A large number of households do not have a reliable source for monthly disposable income.

3 MUNICIPAL DEVELOPMENT VISION, GOALS AND OBJECTIVES

Okhahlamba Municipality's Vision reads as follows:



The Long term Vision of the Okhahlamba Local Municipality hinges around the creation of an enabling environment for the different sectors such as agriculture, tourism, education, health, commerce and trade, etc. It also ensures for commercially viable and sustainable livelihoods where local and socio economic development is optimised for optimal benefit. Okhahlamba Municipality is entirely committed to the attainment of this vision. This vision will enhance the municipality's performance and work ethics.

The municipality intends to actualize this vision by undertaking the following strategic objectives:

Good governance and public participation

- To enhance and implement systems and procedures towards accountable local governance.

Service delivery and Infrastructure

- To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.

Municipal Transformation and Organisational development

- To transform and develop institutional capacity to create an efficient organisation.

Local economic and social development

- To respond to social development issues and create a climate conducive for local economic development.

Financial viability and management

- To effectively manage municipal financial resources in a sustainable and accountable manner.

Spatial and environmental management

- To create functional systems and procedures to attain effective land use and sustainable environmental management.

OKHAHLAMBA LOCAL MUNICIPALITY STRATEGIC FRAMEWORK					
KPA	KEY CHALLENGE	STRATEGIC OBJECTIVE/ OUTPUT	STRATEGIES	INDICATOR NUMBER	MEASURABLE OBJECTIVE/ OUTPUT
Municipal Transformation and Organisational Development	Non Recruitment of Section 56 employees	To transform and develop institutional capacity to create an efficient organisation	Effective implementation and development of all human resource policies and strategies.	MTOD01	Finalization/ Appointment of all outstanding Section 56 positions
	Inadequate Staff Retention Policy			MTOD02	Development of a detailed Staff Retention Policy
	Non Implementation of PMS			MTOD03	Appointment of Performance Evaluation Committee (Section 57 employees)
	Non Implementation of the PMS Policy			MTOD04	Implementation of the PMS Policy
	Performance Reviews not done			MTOD05	Appointed performance evaluation committee
	HIV/ AIDS epidemic			MTOD06	HIV/ AIDS awareness campaigns
	None existence of the EAP Policy			MTOD07	Develop the EAP Policy
	Resistance to Change and Transformation			MTOD08	Training of staff and Councillors in respect of Resistance to Change and Transformation
	Health and Safety Welfare			MTOD09	Health and Safety Welfare workshops
	Implementation of the Anti-fraud and Corruption Policy			MTOD10	Proper induction programme
	Non implementation of a Risk Management Policy			MTOD11	Awareness of the Anti-Fraud and Corruption Policy
	N/A			MTOD12	Monitoring and Implementation of a Risk Management Policy
	N/A			MTOD13	IDP's Adopted
	N/A			MTOD14	10 Critical services identified and included in the IDP
	N/A			MTOD15	IDP Aligned to outcome 9
	N/A			MTOD16	Number (as well as percentage of performance agreements signed reflecting national government priorities
	N/A			MTOD17	Budget Spent on workplace Skills Plan
	N/A			MTOD18	Number of people from employment equity target group employed in the three highest levels of management
	N/A			MTOD19	Number of quartely performance reviews conducted
	N/A			MTOD20	Number of reports submitted on performance in terms of S46 of the MSA
	N/A			MTOD21	Number of corrective actions taken to improve performance

KPA	KEY CHALLENGE	STRATEGIC OBJECTIVE/ OUTPUT	STRATEGIES	INDICATOR NUMBER	MEASURABLE OBJECTIVE/ OUTPUT
Service Delivery and Infrastructure		To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.			
				SDID02	Alternative energy sources (Installation of Solar Panel)
				SDID03	Electricity supply to all Communities in Okhahlamba
				SDID04	Road Infrastructure Investment Plan
				SDID05	Continuous engagement with D.O.T – using IGR Forums, Premiers Forum, Mayors Forum etc.
	Community Facilities		Provide and maintain community facilities properly	SDID06	Maintenance plan is developed for new roads
				SDID07	Assessment of Community Facilities: accessibility, condition, security, shortages, as well as repair cost determination etc.
				SDID08	Operation and maintenance plan for community facilities: security, care taking, ownership
	Water and Sanitation		Provide and improve access to basic services	SDID09	Develop a cemetery for both Bergville and Winterton and Rookdale
				SDID10	Upgrade sewer for Winterton and Bergville
				SDID11	Research new design technologies for waste disposal
	Housing Developments		Creation of sustainable human settlements	SDID12	Land audit
				SDID13	Reviewed Housing Sector Plan
				SDID14	Improve Communication and Engagements with Black land owners Association
	Building of Illegal Structures		Improve building control mechanisms and implementation processes	SDID15	Assess illegal building structures and buildings
				SDID16	Notice to media to request submission of building plans from land owners
				SDID17	Law enforcement in respect of illegal buildings
				SDID18	Legal team to address legal implications
	Waste Management Infrastructure		Implementation of effective waste management services and infrastructure	SDID19	Develop Integrated Waste Management Plan
				SDID20	Develop Waste Management Bylaws
				SDID21	Develop a landfill site
				SDID22	No. of households with access to refuse removal at least once a week
	Small Town Rehabilitation			SDID23	Construction of Testing Station
				SDID24	Construction of Bergville Market Stalls

KPA	KEY CHALLENGE	STRATEGIC OBJECTIVE/ OUTPUT	STRATEGIES	INDICATOR NUMBER	MEASURABLE OBJECTIVE/ OUTPUT
				SDID25	Construction of Sidewalks
				SDID26	Beautification of Town Entrance
				SDID27	No. of registered landfill/ waste disposal sites
				SDID28	% of households earning less than R1100 per month with access to free basic service
				SDID29	% of a municipality capital budget actual spent on capital projects
		Provision of Basic Infrastructure using MIG allocations		SDID30	Maswazini Gravel Road (Ward 01)
				SDID31	Nkomfeni Gravel Road - Rehab (ward 10)
				SDID32	Reserve B - Vehicle Bridge Rehab (Ward 08)
				SDID33	Ngubhela - Vehicles Bridge Rehab (Ward 09
				SDID34	Nkwazini Gravel Link Road
				SDID35	Winterton Taxi Rank
				SDID36	Emhlabozini Community Hall & Creche Facility (Ward 12)
				SDID37	Nokopela Comm. Hall & Creche Facility (Ward 12)
				SDID38	Nsukangihlale Community Hall & Creche Facility (Ward 12)

KPA	KEY CHALLENGE	STRATEGIC OBJECTIVE/ OUTPUT	STRATEGIES	INDICAT OR NUMBER	MEASURABLE OBJECTIVE/ OUTPUT
Local Economic and Social Development	Poor monitoring of Co-operatives and SMMEs projects	To respond to social development issues and create a climate conducive for local economic development.	Support and manage SMMEs and informal trade	LESD01	Review and revive old Co-ops and SMMEs
				LESD02	Develop M&E plan for all
				LESD03	Number of established municipal Co-ops
				LESD04	Establishment of business support centre
				LESD05	Training of co-operatives
	Lack of utilizing our natural resources		Development of the tourism sector	LESD06	Develop an a Local Economic Development Plan
				LESD07	Development of a Tourism Strategy
				LESD08	Development of an Agricultural Strategy
				LESD09	Promote access to market e.g. develop fresh produce market
				LESD10	Develop database of skilled labour (use War rooms to assist)
				LESD11	Promotion of local tourism through music festivals
				LESD12	Develop brochure, DVDs and maps to market tourism
				LESD13	Designate areas for informal traders.
				LESD14	Establishment of a Winterton Craft Hub
				LESD15	Enforce informal trader’s policy/ by-laws.
	Lack of utilisation of skilled labour		Enforce by-laws in respect of liquor outlets	LESD16	Employ law enforcement officials
				LESD17	Update database of informal traders
	Poor marketing of the tourism facilities of the area		Adequate provision of community services and facilities to all areas within the municipality.	LESD18	Maintenance of existing satellite library
				LESD19	Upgrading of existing libraries
	LESD20			Renovation of the Tabhane Thusong centre.	
	Disorganised informal traders			LESD21	Review Disaster Management Plan.
Status of the current mobile library is not user-friendly					
Improper infrastructure at Thusong centre					
Response to Natural Disasters					

KPA	KEY CHALLENGE	STRATEGIC OBJECTIVE/ OUTPUT	STRATEGIES	INDICAT OR NUMBER	MEASURABLE OBJECTIVE/ OUTPUT
			Effective implementation of disaster management plan	LESD22	Construction of the Disaster Management Centre.
				LESD23	Establishment of a local disaster co-ordination forum.
				LESD24	Employment of staff and develop organogram for the disaster management unit.
				LESD25	Purchasing of 3 vehicles to assist with disasters.
	Lack of facilities for driver public testing		Providing support to the traffic section.	LESD22	Construction of a Drivers Testing centre
				LESD23	Employ law enforcement officers.
				LESD24	Number plate recognition technology.
	LESD25			Permanent traffic monitoring in Winterton	
	LESD26			Establishment of 24 hours emergency centre	
	LESD27			Speed timing machine	
	LESD28			Construction of a Drivers Testing centre	
	LESD29			Number plate recognition technology.	
	Poor traffic law enforcement Implementation of the AARTO			Safe and accessible public transport	LESD30
			LESD31		Purchasing of 14 seater kombis to assist sector departments.
	Alcohol abuse and illegal operation of liquor		Identify and implement appropriate programmes to target vulnerable groups	LESD32	Conduct outreach programmes through Thusong
				LESD33	Driving the Operation Sukuma Sakhe Activities.
	LESD34			Number employed through CWP	
	LESD35			Number of work opportunities created through LED development initiatives including capital projects (EPWP)	
Unsafe public transportation	Good Governance and Public Participation	GGPP01		Development of a communication strategy	
		GGPP02	Monitoring of the Complaints Register		
GGPP03		Upgrading of municipal branding (reception banners containing municipal vision, mission and co-values).			
GGPP04		Development of an IT security policy			
Councillor’s oversight role in portfolio committees		GGPP05	Frequency seating of portfolio committees (there be standing items on different portfolio committee Agendas).		

KPA	KEY CHALLENGE	STRATEGIC OBJECTIVE/ OUTPUT	STRATEGIES	INDICAT OR NUMBER	MEASURABLE OBJECTIVE/ OUTPUT
		local governance.		GGPP06	Councillor oversight role trainings be conducted.
	Lack of computer skills (municipal employees)		IT training	GGPP07	Advance training in computer skills (both staff and Councillors)
	Participation of Traditional Leadership in the municipal Council		Improve IGR and public participation processes	GGPP08	Implementation of Section 81 of the Municipal Structures Act (Participation of Traditional Leadership in the municipal Council)
	N/A			GGPP09	Number of ward committees management meetings held and percentage attendance by members
	N/A			GGPP10	Number of community meetings organised by the ward committee and percentage attendance by ward community
	N/A			GGPP11	Submission and tabling of ward reports and plans to the council covering need and priorities for the ward, for the wards
	N/A			GGPP12	Distributed publication over a period of time
	N/A			GGPP13	Management and updating of ward profiles and database of indigent household
	N/A			GGPP14	Participation in IGR Structures e.g. Mayoral committee

KPA	KEY CHALLENGE	STRATEGIC OBJECTIVE/ OUTPUT	STRATEGIES	INDICAT OR NUMBER	MEASURABLE OBJECTIVE/ OUTPUT
Financial Viability and Financial Management	Grant dependency/ revenue enhancement	To effectively manage municipal financial resources in a sustainable and accountable manner.	Improved implementation of financial strategies to reduce enhance revenue	FVFM01	Impose tourism levies
				FVFM02	Driver’s testing centre
				FVFM03	Review by laws and impose fines on the reviewed by laws
				FVFM04	Impose rental fees on municipal facilities, plant and equipment.
				FVFM05	Review tariffs policy
				FVFM06	Review lease agreements
	Timeous and accurate reporting		Implement effective mechanisms to improve reporting	FVFM07	Review the existing financial systems
				FVFM08	Train and capacitate employees on reporting
				FVFM09	Produce monthly financial statements
	Financial system		Implement new financial system	FVFM10	Replace the existing financial system
				FVFM11	Train staff adequately

KPA	KEY CHALLENGE	STRATEGIC OBJECTIVE/ OUTPUT	STRATEGIES	INDICAT OR NUMBER	MEASURABLE OBJECTIVE/ OUTPUT
	Outstanding debt		Improve debt collection strategies	FVFM12	Data cleansing
				FVFM13	Appointment a qualified credit controller
				FVFM14	Dedicated employee to focus on customer care
				FVFM15	Legal intervention for outstanding debt
	Supply Chain Management		Create functioning SCM unit and implement SCM policy effectively	FVFM16	Proper SCM structure/unit
				FVFM17	Development and monitoring of the procurement plan
				FVFM18	Maintain and update SCM contract register
				FVFM19	Adequate SCM supplier data base
	Asset management		Effectively implement the Asset Management policy	FVFM20	Asset management: Reduce reliance on service providers by ensuring that skills transfer is part the key deliverables for the service providers.
				FVFM21	Regular awareness campaigns in all departments in order to make sure that all employees understand that they are responsible for assets assigned to them.
				FVFM22	Proper asset management unit
				FVFM23	Proper training on asset management
	Achieving clean audit by 2013/2014 and going forward		Clean audit report	FVFM24	Achieving Operation Clean Audit by conduct awareness in order to improve corporation from all departments
	Attain 100% Capex		Improve capital expenditure	FVFM25	Improve the procurement process to attain 100% CAPEX
				FVFM26	Improve project management
	N/A			FVFM27	Established Municipal Public Accounts Committee
	N/A			FVFM28	Established internal audit
	N/A			FVFM29	Established audit committee
	N/A			FVFM30	Fraud prevention plan in place and implemented
	N/A			FVFM31	Current debt more than 50% of revenue
	N/A			FVFM32	Percentage spent on Operational Budget (OPEX) on repairs and maintenance of infrastructure
	N/A			FVFM33	Percentage of a municipality's capital budget actually spent on capital projects identified in the IDP
	N/A			FVFM34	Financial viability in terms of debt coverage
	N/A			FVFM35	Financial viability in terms of outstanding service debtors to revenue

KPA	KEY CHALLENGE	STRATEGIC OBJECTIVE/ OUTPUT	STRATEGIES	INDICAT OR NUMBER	MEASURABLE OBJECTIVE/ OUTPUT
Spatial Planning and Environment	Illegal Dump Site	To create functional systems and procedures to attain effective land use and sustainable environmental management.	Strategic spatial planning and Environmental sustainability	SPE01	Identify strategically located land for the development of a Landfill Site.
	Illegal Development			SPE02	Land audit.
	Shortage of Land for cemetery development			SPE03	Identify strategically located land for the development of cemeteries.
	Harmonious development			SPE04	Development of Wall-to-Wall Scheme
				SPE05	Identify strategically located land for future development e.g housing and town expansion
	Sustainable development			SPE06	Review the municipal Spatial Development Framework and the inclusion of a develop a Strategic Environmental Assessment (SEA)
	Lack of municipal records for previous development approval			SPE07	Obtain records for previous development by the Town Planning Commission to develop municipal records for previous development approval

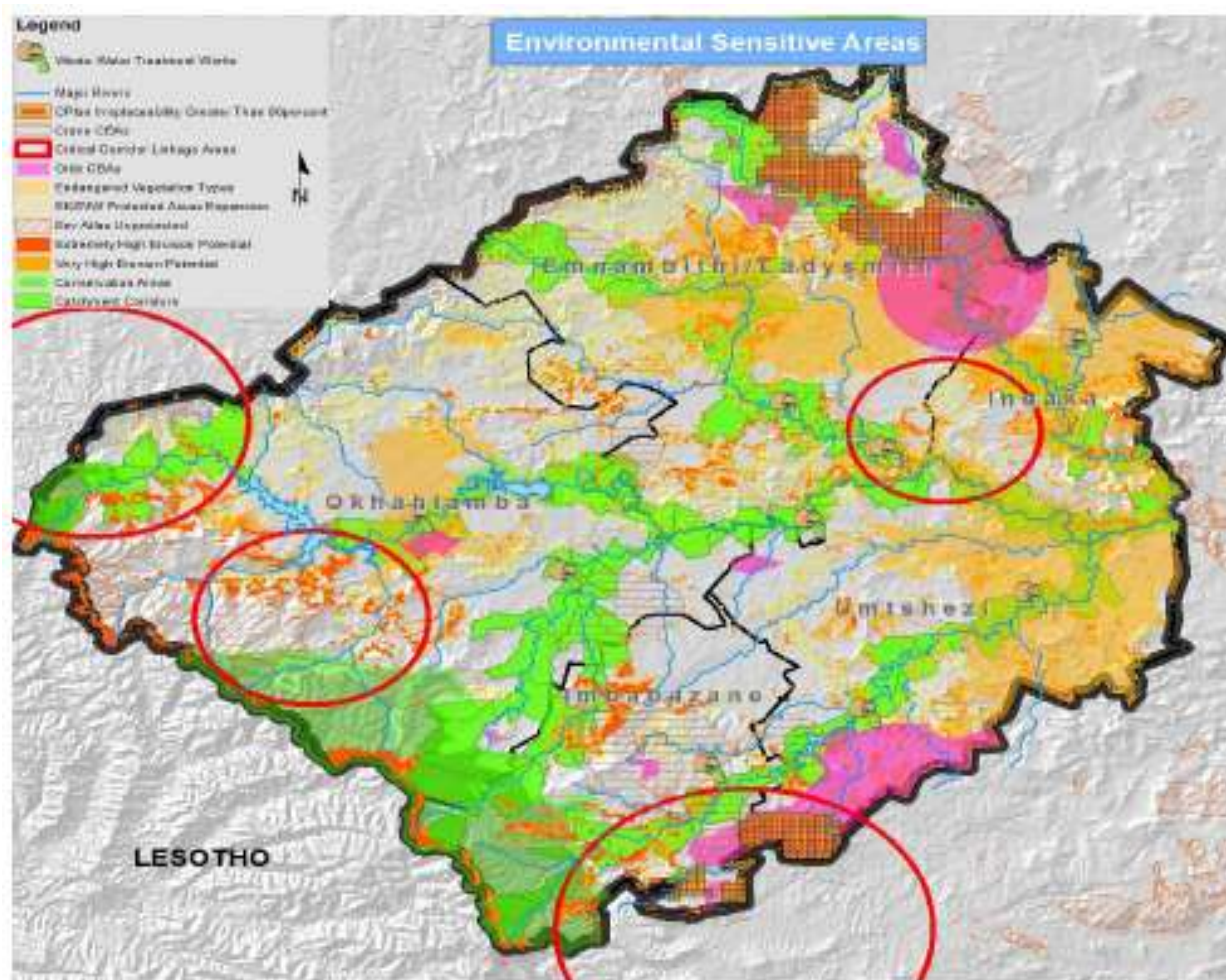
4 STRATEGIC MAPPING AND IMPLEMENTATION PLAN

4.1 STRATEGIC MAPPING

4.1.1 ENVIRONMENTALLY SENSITIVE AREAS

Okhahlamba's is characterised by a range of environmentally sensitive areas and is located in a very environmentally significant area. The municipality is rich in biodiversity, and is well endowed with unique environmental features, including a mountain range, river systems and wetlands. The main feature in this respect would be the Drakensberg Mountains. It also has a fascinating and ancient geology, great diversity in plant communities, some of the rarest animals in the world and the largest, richest and most concentrated series of rock art in Africa and thus requires appropriate management. Some of the most important natural resources that should be protected are the hydrological features such as river valleys, which has significant environmental value as catchments areas.

Map 31: Environmental sensitive areas



Source: Uthukela IDP

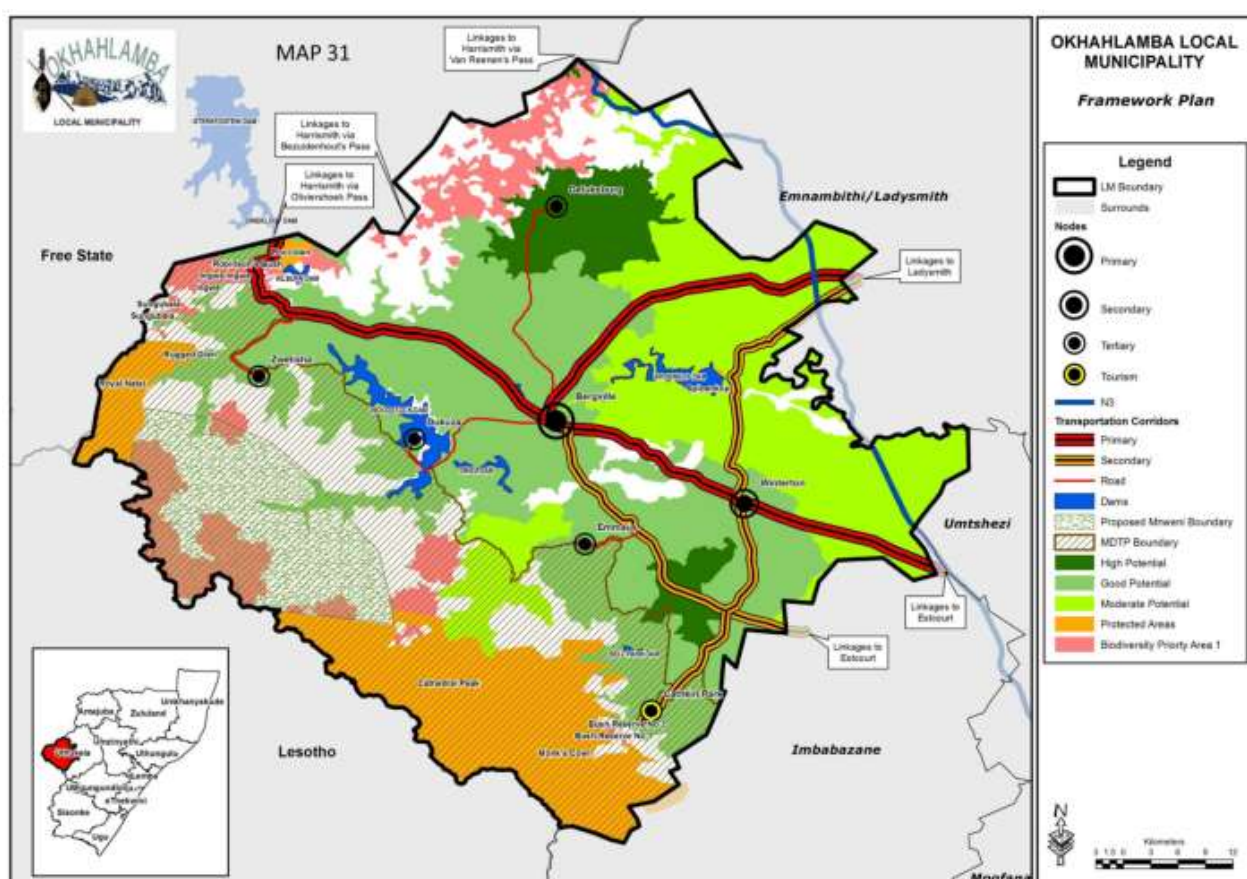
The value of this area in terms of its cultural heritage, its biodiversity and its unique landscapes was internationally acknowledged through the declaration of the area as a World Heritage Site (WHS) in

2000, based on these criteria. This declaration further enhanced the areas claim as an important tourist destination, which carries with it a responsibility to establish a 'buffer zone' around the site. The management of landscapes is thus important in the WHS itself as well as in the area surrounding it. A landscape characterisation study have therefore been carried out in response to the requirement to protect the landscapes associated with the World Heritage Site, and to guide planning such that development which is not in keeping with the exiting character of the landscape is avoided. The study aimed to provide municipal planners with information regarding the capacity of different areas within the municipality to absorb tourism development and also developed a GIS tool to enable the viewing and querying of this information. (Source: UDPWHS Buffer Zone Landscape Characterisation, INR)

4.1.2 DESIRED SPATIAL FORM

The Okhahlamba SDF sets out the spatial vision of the municipality and identifies focus areas for development and investment. It identifies the primary, secondary, tertiary and tourism nodes, as well as development corridors (as discussed under the spatial section).

Map 32: Okhahlamba Framework Plan



The Okhahlamba Spatial Development Framework aims to achieve the following:

- promote sustainable functional and integrated settlement patterns in order to;
- discourage low density urban sprawl;
- generate social and economic opportunities for people; and

- promote easy accessibility to those opportunities.
- to adapt services to meet local, social and economic needs;
- guide Service Providers to work together towards a common goal of alleviating poverty;
- maximise resources efficiency; for example;
- ensure the protection of the available environmental resources within a municipality;
- protect productive land for agricultural purposes;
- to plan, adapt and integrate service delivery;
- ensure conformance with the neighbouring local, district's and provincial spatial development frameworks.

4.1.3 STRATEGIC GUIDANCE IN RESPECT OF DEVELOPMENT

4.1.3.1 GUIDELINES FOR LAND USE MANAGEMENT

In terms of Land Use Management, the following guidelines will apply in order to encourage orderly use of land. The following broad zones are identified; however, the Municipality must develop a formal Land Use Management System, which takes the Spatial Development Framework into account.

4.1.3.1.1 URBAN

This zone relates to the developed urban/nodal areas identified, that is, Primary, Secondary and Tertiary nodes. It is intended to make provision for the range of urban land uses and services identified per node including educational, industrial, commercial, community, government and residential.

4.1.3.1.1 URBAN DENSIFICATION

These are formalized urban areas, which are covered by a Town Planning Scheme, Bergville, Winterton and Cathkin. These areas have an urban setting usually with a concentration of economic and administration activities, they accommodate the municipal offices, major schools, main police station and magistrates court as well as a large variety of commercial, industrial, and retail outlets. Generally, densities would be lower than in the existing built-up areas, and the appropriate density would be determined by an analysis of factors such as accessibility, availability of services, physical features and environmental considerations. As a general rule, a maximum density of 1 unit per 2 ha is suggested. It is important that prior to any development, subdivisions and service provision (water, roads, etc.) that a detailed structure plan be prepared to ensure coherent and harmonious development.

4.1.3.1.2 AGRICULTURE AND TOURISM

The primary use of this zone is agriculture. However, non-agricultural uses within the municipality also need to be encouraged to create employment and generate economic development. A wide range of tourism activities and facilities should be permitted that do not negatively impact on the agricultural potential. The aim of this zone is to encourage rural based tourism land uses in association with agriculture. However, subdivision of agricultural land should only be supported if the agricultural viability of the existing farming operations can be shown to be maintained or enhanced.

4.1.3.1.3 CONSERVATION

The conservation zone includes all land, which has special environmental status and economic value due to its function in providing an environmental service, which contributes to the overall open space system through water courses, wetlands, grasslands, open spaces and other natural habitats. This zone provides for the protection and conservation of ecologically sensitive, culturally and historically important sites and the natural habitats of animals, birds, or reptile species, in accordance with national laws and policies, provincial and local guidelines, strategies and programmes. It reserves land as part of a sustainable living environment by virtue of its importance in terms of biodiversity.

4.1.3.1.4 TRADITIONAL SETTLEMENT, SUBSISTENCE AGRICULTURE AND ECO-TOURISM

Traditional Settlements refers to areas in the ownership of Ingonyama Trust and is administered by Amakhosi in terms of the KwaZulu Land Affairs Act. The general objective is therefore that agricultural activities should continue. Tourism developments should be limited to natural and culture-based activities, and preferably integrated with farming activities. It is envisaged that subsistence agriculture and housing will be the primary land use in this zone, exceeding tourism in importance.

4.1.3.1.5 FUTURE URBAN EXPANSION

These are the areas, which form the interface between the existing built-up urban areas and the surrounding agricultural area, where development pressures are likely to occur. Agriculture, residential estates and tourism related developments are the type of land uses, which would be encouraged. Generally, densities would be lower than in the existing built-up areas, and the appropriate density would be determined by an analysis of factors such as accessibility, availability of services, physical features and environmental considerations. As a rule, a maximum density of 1 unit per 2 ha is suggested. It is important that prior to any development, subdivisions and service provision (water, roads, etc.) that a detailed structure plan be prepared to ensure coherent and harmonious development.

4.1.4 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

4.1.4.1 EMNAMBITHI/LADYSMITH

Issue	Area of Alignment	Implication for Okhahlamba SDF
Nodes	Ladysmith has been identified as a Primary Node in the Emnambithi/Ladysmith SDF and is the Primary Administration Centre of the District. It is also the main economic and industrial hub of the District and provides higher order social, commercial and retail services.	Due to Ladysmith's proximity to Okhahlamba, the implications in terms of services and economic spin-offs will be further investigated.
Van Reenen	Van Reenen is divided between the Free State and both Emnambithi and Okhahlamba in KwaZulu-Natal.	An integrated and collective approach to service provision for Van Reenen is essential especially in light of the different local and

Issue	Area of Alignment	Implication for Okhahlamba SDF
		district authorities that it falls under. Alignment is imperative.
Corridors	The N3 and N11 are the Primary transportation routes that traverse Emnambithi Municipality. The corridors are largely movement corridor between the dominant urban cores of Johannesburg and Durban.	The transportation network plays a critical role in determining the structure of the area while creating opportunities for investment and access to services.
Tourism	There are significant battlefield sites in Emnambithi.	An integrated and collective approach to the battlefields must be adopted as significant battlefield sites such as Spioenkop and Vaalkrantz in Okhahlamba originated in the Second Anglo-Boer war related to the Siege of Ladysmith.

Source: Emnambithi IDP 2011/12, Emnambithi SDF 2009.

4.1.4.2 UMTSHEZI

Issue	Area of Alignment	Implication for Okhahlamba SDF
Corridors	<p>The N3 is identified in the NSDP as a national corridor, and is recognised as such (existing corridor) in the PSEDs. It runs in an east-west direction almost dividing Umtshezi Municipality in two halves. It is a high speed limited access road providing access and inter-nodal connections at a national and provincial level. It carries traffic between Johannesburg and Durban.</p> <p>The P11 linking Bergville and Winterton to Umtshezi is identified as a secondary corridor in the Umtshezi SDF.</p>	<p>The N3 is an important linkage running through Umtshezi into Okhahlamba and then continuing through Emnambithi. Its significance will be explored in the SDF.</p> <p>The P11 serves as a major link at a district level knitting together small towns from Bergville through Winterton to Umtshezi Municipality.</p>
Nodes	<p>Estcourt/Wembezi is the second largest urban area in the district. Its threshold extends beyond Umtshezi Municipal boundaries to include almost the whole of Imbabazane Municipality and portions of Okhahlamba Municipality.</p>	Due to Estcourt proximity to Okhahlamba, the implications in terms of services and economic spin-offs will be further investigated.

Source: Umtshezi IDP 2011/12

4.1.4.3 IMBABAZANE

Issue	Area of Alignment	Implication for Okhahlamba SDF
Drakensberg	Imbabazane Municipality is located at the foothills of Drakensberg (World Heritage Site), and is situated between Okhahlamba, Umtshezi and Mpofana Municipalities.	An integrated and collective approach to the Drakensberg must be adopted especially in light of the World Heritage status.

Source: Imbabazane IDP 2011/12

4.1.4.4 MALUTI A PHOFUNG

Issue	Area of Alignment	Implication for Okhahlamba SDF
Van Reenen	Van Reenen is divided between the Free State and both Emnambithi and Okhahlamba in KwaZulu-Natal.	An integrated and collective approach to service provision for Van Reenen is essential especially in light of the different local and district authorities that it falls under. Alignment is imperative.
Tourism	<p>The municipality is an important tourism destination due to the Drakensberg and Maluti mountain ranges, as well as the Golden Gate Highlands National Park.</p> <p>The focus on the development of the Maluti-Drakensberg Transfrontier Park also need to be promoted in order to increase the tourism potential in the following areas:</p> <ul style="list-style-type: none"> • QwaQwa National Park; • Golden Gate National Park; • Sterkfontein Dam. 	An integrated and collective approach to the Drakensberg must be adopted especially in light of the World Heritage status and the Maluti-Drakensberg Transfrontier Park.
Corridors	<p>Van Reenens Pass is on the N3 and straddles the border between the Free State and KwaZulu-Natal in the town of Van Reenen.</p> <p>Oliviershoek Pass is on the R74 and straddles the border between the Free State and KwaZulu-Natal just a few kilometres to the south of Sterkfontein Dam Nature Reserve.</p>	Both Van Reenens Pass and Oliviershoek Pass are important linkages between the two Provinces. Van Reenens Pass is the route predominantly used, however, Oliviershoek Pass is sometimes used as an alternate route between Durban and Johannesburg. Interventions to strengthen these linkages need to be investigated.
Tugela-Vaal Water Project	Water resources are scarce in the Johannesburg area and this has a direct impact on water resources in the Drakensberg area. To address the scarce resources and supply water to Gauteng, two inter-basin water transfer schemes were developed to operate in the Drakensberg region. The Tugela-Vaal Transfer Scheme and the Lesotho Highlands Water Project	An integrated and collective approach to the management of water resources must be adopted.

Issue	Area of Alignment	Implication for Okhahlamba SDF
	rely on these upper catchments and the area is South Africa's most important source of water. Linked to the Tugela-Vaal Scheme is the Drakensberg Pumped Storage System which supplies electricity to Gauteng.	

4.1.4.5 ALIGNMENT WITH LESOTHO

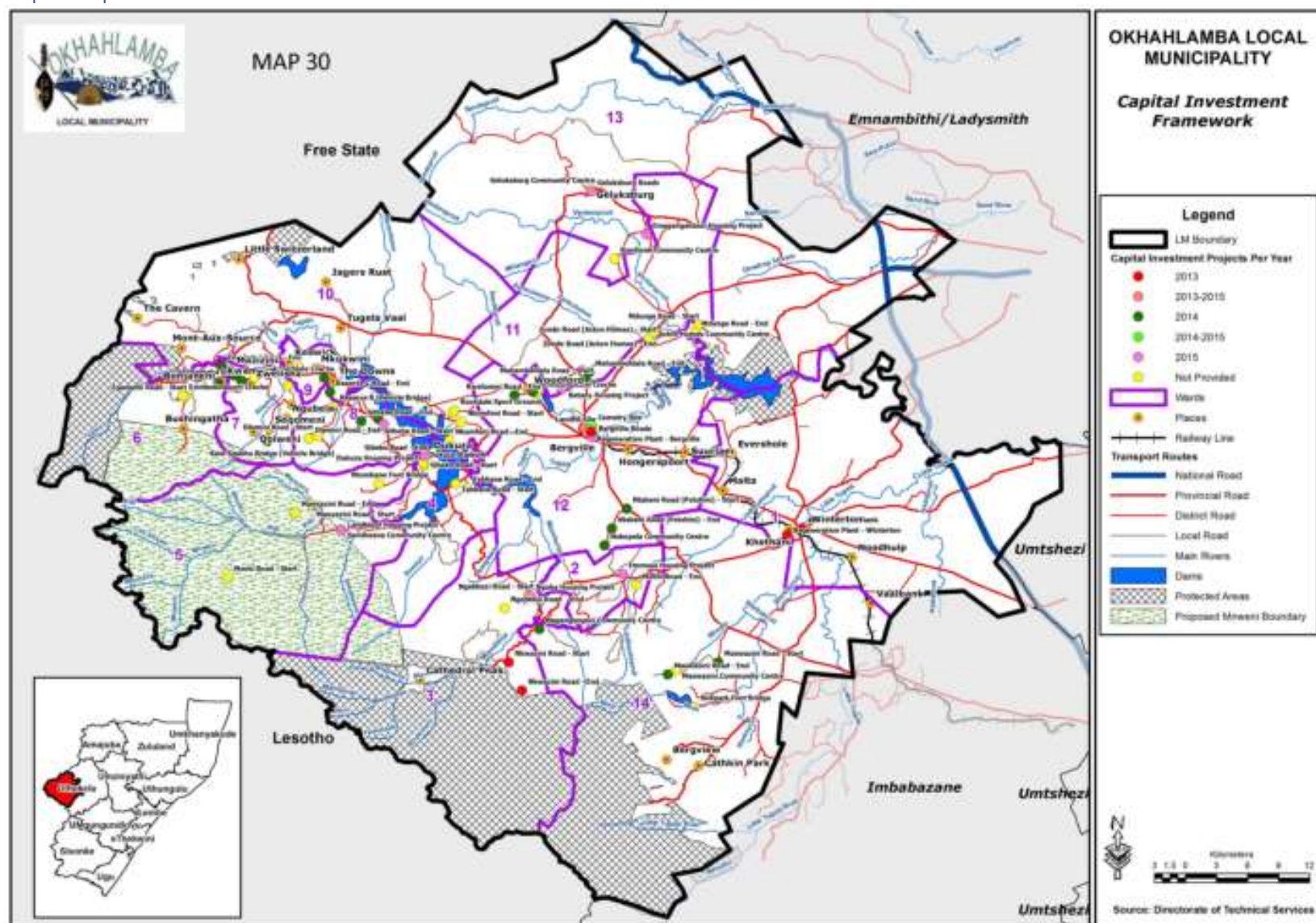
Issue	Area of Alignment	Implication for Okhahlamba SDF
Drakensberg	The Maloti-Drakensberg Transfrontier Conservation and Development Project (MDTP) is a collaborative initiative between South Africa and the Kingdom of Lesotho to protect the biodiversity of the Drakensberg and Maloti mountains through conservation, sustainable resource use, and land-use and development planning.	An integrated and collective approach to the Drakensberg must be adopted especially in light of the World Heritage status and the Maloti-Drakensberg Transfrontier Park.

4.1.5 PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT

The aim of the Capital Investment Plan is to review the projects contained in the IDP taking into account activities, which have already been undertaken by the municipality. The objectives of the Capital Investment Plan can be summarized as follows:

- To link capital projects with potential sources of funding;
- To strive to ensure appropriate budget - IDP linkages; and
- To provide practical and appropriate alignment regarding capital investment.

Map 33: Capital Investment Framework



4.1.6 AREAS WHERE STRATEGIC INTERVENTION IS REQUIRED

4.1.6.1 AGRICULTURAL INTERVENTIONS

Agricultural planning must take into account the following:

Areas with High Agricultural Potential

- No further development other than commercial agriculture;
- Department of Agriculture and Environmental Affairs must commit their support to land reform projects within High Agricultural Potential land in order to ensure commercial and environmental sustainability;
- Development subject to development application.;

Areas with Good Agricultural Potential

- Agricultural theme to be continued, possibly in the form of Agri-tourism;
- Very Limited development in line with the SCAP and DAP;
- Development subject to development application.

Areas with Relatively Good Potential

- Limited development in line with the SCAP and DAP;
- Development subject to development application.

Areas remaining

- Development subject to development application.

Agrohydrological aspects need to be taken into account:

- Agrohydrological assessments must be conducted at a District level to ensure accurate identification of agricultural resources;
- Protection of prime agricultural land with emphasis on securing long-term food supply and security;
- Preservation of areas with the greatest potential for agriculture solely for future agricultural developments;
- Emphasis on developing the subsistence agricultural sector in order to improve rural livelihoods and promote sustainable agricultural practices;
- Climate change needs to be taken into account in order to negate against negative impacts and capitalise on positive impacts.

4.1.6.2 ENVIRONMENTAL INTERVENTIONS

- Avoid development within sensitive areas and utilize appropriate buffer zones in order to limit the impact of development. The SDF provides a framework within which development must occur. It identifies areas for continued agricultural activities, areas that require protection from an environmental point of view and nodes where development must be encouraged;

- Environmental sustainability in environmentally sensitive areas which have already been developed require careful management of existing land use activities with strong discouragement of additional growth or intensification of development;
- Limit grazing in environmentally sensitive areas;
- Limit development in environmentally sensitive areas to complementary activities such as tourism and conservation;
- Delineation of an urban edge in settlements to ensure protection of highly sensitive environmental areas.
- Wetlands are important to environmental sustainability, water retention and filtration and flood mitigation and must be conserved as far as possible;
- No wetlands are to be converted or drained without approval from the Department of Agriculture and Environmental Affairs;
- Where not zoned for development, wetlands must be given conservation status
- No future settlements within the 1:100 year flood line and dam failure flood lines;
- Existing settlements should be encouraged to relocate outside of these flood lines;
- No development should be closer than 20m from the high-water mark of any unprotected dam, until such time as the Disaster Management Plan identifies settlements that are at risk of being flooded.

Critical aspects to consider in the formulation of a framework for the protection and enhancement of the natural resources base:

- The environmental uniqueness and character of Okhahlamba;
- Identification of functional ecological systems associated with major rivers and other environmentally sensitive areas;
- Acknowledging the impact of topographical features and other aspects of the fixed natural environment;
- Creating a framework for managing growth and development within the municipal areas especially the agriculturally productive areas;
- An integrated and collective approach to the management of resources must be adopted

4.1.6.3 ECONOMIC INTERVENTIONS

- Reinforce the Primary, Secondary and Tertiary Corridors in order to strengthen economic linkages between nodes and adjacent municipalities;
- Promote tourism through:
- Improved access to areas with environmental, cultural and heritage significance in order to benefit from optimal use of the resources;
- Investing in human capital in line with the requirements of the PGDS;
- Marketing of tourism initiatives.
- Generate economies of scale in terms of market opportunities to encourage local entrepreneurship and consequently local communities to spend their income locally;

- Investigation needs to be done with regard to placement of the markets and ensuring that adequate facilities and services are provided to the site such as access to water, sanitation, trees or shelters for shade and flat concrete surfaces;
- Promote local income circulation and reduce leakages of income to other areas through the establishment of periodic markets at identified nodes;
- In terms of the levels of services at the nodes, where gaps exist, capital investment must focus on addressing these deficiencies;
- An integrated and collective approach must be adopted for the Battlefields Route and the Drakensberg as these are areas of international and national significance.

4.1.6.4 ACCESS TO SERVICES INTERVENTIONS

- Ensure investment is directed towards nodes in order to strengthen their sustainability and impact rather than in areas where less of an impact will be made;
- Ensure that settlement is contained within urban edges to reduce the cost of services and optimise capital investment;
- Infrastructure and services within the identified nodes should be primarily grid services and alternative technologies will need to be investigated for settlements outside the nodes, such as:
 - Solar heating;
 - Rainwater harvesting
- Hierarchy of nodes and corridors must direct investment in order to improve human capital through access to health, education and social welfare;
- An intervention is required to address the management of Van Reenen holistically.

4.1.6.5 DRAKENSBERG INTERVENTIONS

- Focus future development within identified nodes;
- Protection of cultural heritage and historical sites, and protected areas;
- Initiatives to benefit local communities, for example: ecotourism and conservation projects;
- Any development or initiative in the Drakensberg must ensure community involvement and capacity building at all levels to ensure sustainability;
- The unnatural disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be avoided, are mitigated;
- Pollution and degradation of the environment are avoided, or, where they cannot be avoided, are mitigated;
- The unnatural disturbance of landscapes and sites that constitute the cultural and natural heritage South Africa are avoided, or, where it cannot be avoided, is mitigated, and that the cultural and natural heritage of the country must be enhanced;
- Waste is avoided, or where it cannot be avoided, minimized and re-used or recycled where possible and otherwise disposed of in a responsible manner;

- The use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequence of the depletion of the resource;
- The development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised;
- A risk-averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions;
- Negative impacts on the environment and on the environmental rights of the people must be anticipated and prevented, and where they cannot be prevented, must be mitigated.

4.2 IMPLEMENTATION PLAN

One of the central challenges behind the success of any strategy is the efficacy of implementation.

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Strategic Objective	Strategies	Performance Indicator	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget	Source	Responsibility in Municipality
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
				2013/14	2014/15	2015/16	2016/17	2018/19				
Poor roads Infrastructure	To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.	Provision of Basic Infrastructure using MIG allocations	Maswazini Gravel Road (Ward 01)	√						R 4 474 536.00	MIG	Technical Director
			Nkomfeni Gravel Road - Rehab (ward 10)	√						R 1 939 224.00	MIG	Technical Director
			Reserve B - Vehicle Bridge Rehab (Ward 08)	√						R 1 200 000.00	MIG	Technical Director
			Ngubhela - Vehicles Bridge Rehab (Ward 09)	√						R 907 000.00	MIG	Technical Director
			Nkwazini Gravel Link Road	√						R 3 402 000.00	MIG	Technical Director
			Winterton Taxi Rank	√						R 4 415 020.00	MIG	Technical Director
			Ogade Pedestrian Bridge		√					R 562 872.00	MIG	Technical Director
			Bhetane Masinjane pedestrian Bridge		√					R 2 100 052.00	MIG	Technical Director
			Mceleni Gravel Road		√					R 2 500 000.00	MIG	Technical Director
			Bergville Tarred Road		√					R 3 741 076.00	MIG	Technical Director
Provision of Electricity		Electricity supply to Community of Okhahlamba	Electrification	√						R 4 000 000.00	Grant	Technical Director

Key Challenge	Strategic Objective	Strategies	Performance Indicator	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget	Source	Responsibilit y in Municipality
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
				2013/14	2014/15	2015/16	2016/17	2018/19				
Community Facilities		Provide and maintain community facilities properly	Emhlabozini Community Hall & Creche Facility (Ward 12)	√						R 1 905 308.53	MIG	Technical Director
			Nokopela Comm. Hall & Creche Facility (Ward 12)	√						R 1 905 308.53	MIG	Technical Director
			Nsukangihlale Community Hall & Creche Facility (Ward 12)	√						R 1 905 308.53	MIG	Technical Director
			Estulwano Community Hall		√					R 3 000 000.00	MIG	Technical Director
Developed cemetery for both Bergville and Winterton			√						R 1 000 000.00	Municipal reserves	Technical Director	
Cemetery Development			Implementation of effective waste management services and infrastructure	Landfill site	√					R 1 000 000.00	Municipal reserves	Technical Director
Landfill Site Development												
Housing Development		Creation of sustainable human settlements	Moyeni housing project		√					R 2 600 000.00	DoHS	Technical Director
			Dukuza housing project		√					R 2 600 000.00	DoHS	Technical Director
			Emmaus housing project		√					R 2 600 000.00	DoHS	Technical Director

Key Challenge	Strategic Objective	Strategies	Performance Indicator	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget	Source	Responsibility in Municipality
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
				2013/14	2014/15	2015/16	2016/17	2018/19				
			Acton Homes housing project	✓						R 2 600 000.00	DoHS	Technical Director
			Vendor stalls in Bergville	✓						R 6 600 000.00	Small Town Rehabilitation grant	Technical Director
			Upgraded roads in Winterton									
			Upgraded town entrances									
			Licensing centre, testing ground & disaster management centre									
			R74/616 intersection upgrade									
			Walkways in Bergville									

SOCIAL AND LOCAL ECONOMIC DEVELOPMENT


Key Challenge	Strategic Objective	Strategies	Performance Indicator	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget	Source	Responsibility in Municipality
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
				2013/14	2014/15	2015/16	2016/17	2018/19				
Okhahlamba is disaster prone area.	To respond to social development issues and create a climate conducive for local economic development.	Effective implementation of disaster management plan	Disaster centre	√						R 2 000 000.00	Municipal reserves	Technical Director
Poor traffic law enforcement.	Providing support to the traffic section.	Providing support to the traffic section.	Traffic camera	√						R 180 000.00	Municipal reserves	Technical Director

FINANCIAL VIABILITY AND MANAGEMENT

Key Challenge	Strategic Objective	Strategies	Performance Indicator	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget	Source	Responsibility in Municipality
				Yr 1 2013/14	Yr 2 2014/15	Yr 3 2015/16	Yr 4 2016/17	Yr 5 2018/19				
Lack of accurate Reporting and monthly AFS	To effectively manage municipal financial resources in a sustainable and accountable manner.	Improve financial system	Financial system	√						R 800 000.00	Municipal reserves	CFO

4.3 CATALYTIC PROJECTS

4.3.1 NONDELA DRAKENSBERG MOUNTAIN ESTATE

NAME OF PROJECT:	HIGH DENSITY MIXED-USE DEVELOPMENT
SUBMITTED BY:	Okhahlamba Local Municipality
LOCAL MUNICIPALITY	Okhahlamba Local Municipality
PROJECT NAME	HIGH DENSITY MIXED-USE DEVELOPMENT
PROJECT LOCATION AND GPS CO-ORDINATES	The project is located about 15Km from the town Bergville, Okhahlamba Local Municipality. The GPS - Co ordinates are:-1 S – 28° 43'49'' E – 29°21'05''
	
BRIEF PROJECT DESCRIPTION	<p>The project is aimed at:</p> <ul style="list-style-type: none"> • Mixed use development in a secure and gated community; • Provide suitable primary and secondary residential facilities for the new community; • Provide easily accessible social amenities such as a clinic, police station, post office, social services office, municipal office, transportation rank and wholesale merchant facilities; sport academy • Provide hospitality facilities in a form of a four star hotel facility • Create jobs through the construction of the houses and the ongoing maintenance of the village; • Create a quality product and environment that responds to the demand of the community; • Integrate an area within the village that will allow an opportunity for the “First Place” to include a world class tourism draw card by the name of the “/A!kunta” project.
CHALLENGES AS IDENTIFIED IN THE 2011/ 2012 MUNICIPAL INTEGRATED DEVELOPMENT PLAN (IDP)	<ul style="list-style-type: none"> • Land for development (Residential and Commercial) • Bulk infrastructure provision (Roads, Water, Sanitation ect) • Unemployment • High illiteracy rates • Inadequate health care facilities • Satellite service stations • Lack of a land market with communal areas • Uncontrolled grazing • Commercializing or emergent agriculture • Housing Backlogs • Poverty • Main Town Bergville to be given a facelift in order for Okhahlamba Municipality to attract investment and tourists in this town

NAME OF PROJECT:	HIGH DENSITY MIXED-USE DEVELOPMENT
	<ul style="list-style-type: none"> Investment opportunities especially in holiday letting, agricultural activities, tourism, light industry, communications and Information Technology Land for cemetery development
11 KEY PRIORITIES AS IDENTIFIED IN OUR INTEGRATED DEVELOPMENT PLAN (IDP)	<ul style="list-style-type: none"> Promote more inclusive economic growth, decent work and sustainable livelihood; Improve economic and social infrastructure; Rural development, food security and land reform; Access to quality education; Cohesive sustainable communities; Creation of a better Africa and a better world; Rural development, food security and land reform; Access to quality education; Improve health care; The fight against crime and corruption; Governance: political management and oversight; Industrial Technology.
OPPORTUNITIES AND STRENGTHS INTEGRATED DEVELOPMENT PLAN (IDP)	<ul style="list-style-type: none"> Establishment of a cable car which is a future catalyst for down-stream economic development Number of existing studies and structures providing a basis for development; Investment opportunities; Abundance of natural resources; Existing development as a source of revenue, job creation and marketing the area; Enhance commercial and subsistence farming; Favourable geographic location and surrounded by potential revenue sources; Drakensberg Mountains and the World Heritage Status Bio-diversity resources Good agriculture and soil potential Development control Ability to work with different Traditional Authorities Improved financial management which resulted in improved audit opinion; Updating Spatial Development Framework (SDF) Lack of descent residential areas for the local professional, such as teachers, social workers and nurses.
OBJECTIVES OF PROJECT	<ul style="list-style-type: none"> The creation of a sustainable community development in rural KwaZulu-Natal. Restore and further improve the human dignity and citizenship benefits of the community. Facilitate and support local and economic development.
BENEFITS OF THE PROJECT	<ul style="list-style-type: none"> The following services and infrastructure have already been implemented and built on this property: <ul style="list-style-type: none"> 5 Km tar access road from the R74 (built to a 60 Km/ hour specification; 25 Km of tarred internal roads; 17.5 Km of electrified perimeter fence line; The Kopanong Dam, which has a 10m² catchment area and storage capacity of 530 million litres; Portable water reservoir with a storage capacity of 2.8 million litres; Irrigation water treatment works with a capacity of 960 000 litres per day; Sewer treatment works with a capacity of 500 000 litres per day; 3 MVA bulk Eskom electricity supply and full internal electrical reticulation system; Individual service connections to 431 sites, with the remaining sites bulk serviced; Gatehouse, estate offices and maintenance centre; Four completed houses (one house is occupied by the property manager) Eight partially completed houses, which can easily be completed for use as community amenities

4.3.2 FEASIBILITY STUDY AND BUSINESS PLAN FOR A DRAKENSBERG CABLE CAR

The Okhahlamba-Drakensberg (the Berg) is a world heritage site (WHS). The mountains are a key tourist attraction and one that should be accessible to all who want to enjoy its beauty. This includes tourists with limited time, people with disabilities and those less adventurous people. Additionally increased visitor numbers are putting strain on the limited accesses to the escarpment. It is in the best interests of the WHS that more people are able to enjoy its scenic beauty, rather than just the hikers presently capable of climbing its rugged escarpment passes and peaks. For purposes of this study only the escarpment zone within South Africa above the Mnweni Valley between Royal Natal National Park and Cathedral Peak will be studied for potential sites. Currently the area has one developed tourist node, the Mnweni Cultural and Hiking Centre. The node offers horse riding, bird watching, cultural activities, rock art sites, mountaineering, mountain biking, hikes and swimming. One of the key issues which this project will need to address is access to the site, and there are several aspects to this, including community agreement, environmental impacts and cost.

Figure 26: study area for the project



Cableways can have a positive impact on the environment, especially in very fragile environments where increased human footfall can have a negative impact. The project will seek to construct the cableway without building any new roads beyond those existing in the so-called “little Berg” Tourists will be able to travel

to the summit (escarpment top) and walk on controlled walkways without causing erosion and depositing litter along the existing mountain passes. Revenues generated by the cableway and other fees earned will assist in protecting the WHS buffer areas. In an environmentally sensitive part of Australia, the Cairns Skyrail was constructed over pristine rainforest without roads and has since been voted Australia’s most popular tourist attraction. The cableway will provide a critical mass attraction to the Berg, which will add to the tourism bed nights sold in the province and attract new visitors to the Berg. The plan is for the cableway to be located in a part of the Drakensberg that currently has minimal tourism infrastructure and accommodation. This will unleash the tourism potential of this area without affecting existing attractions such as the Royal Natal and the Amphitheatre, Cathedral Peak or the Mnweni Hiking Centre.

Figure 27: magnificent views of the study area



Mweni Pass



Efidi East



Mt Amery North

4.3.3 FRESH PRODUCE MARKET

The main purpose of the project is to assess the feasibility of establishing a Fresh Produce Market in Bergville and advice the council accordingly on all the projects aspects ranging from its economics to social related imperatives.

The main objectives are to:

- To assess viability of establishing a fresh produce market in Bergville;
- To present financial analysis of the proposed initiative;
- To compile a business plan that will detail operational mechanism of the project;
- To present a detailed implementation framework for the project.

Figure 28: Project study area

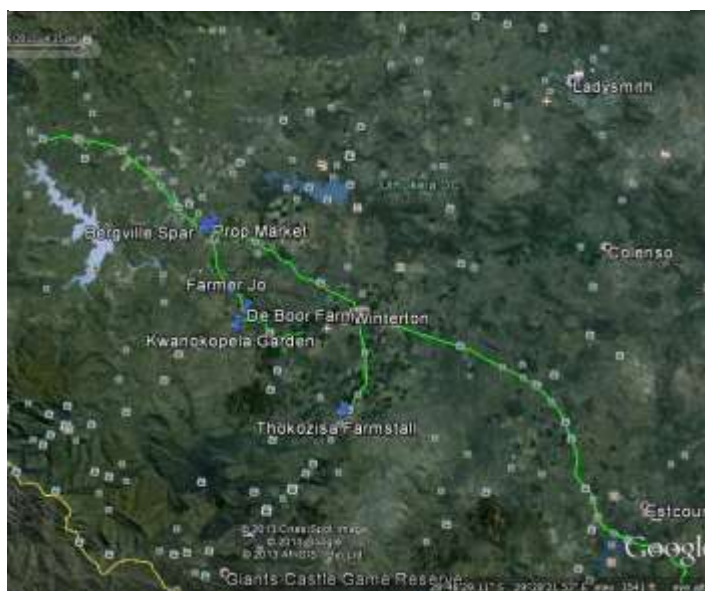


Figure 29: Proposed Market Site



Figure 30: A local Bergville farm & Kwanokopela Subsistence Farm



4.4 SECTOR INVOLVEMENT

Government is still faced with a challenge with regards to the participation by sector departments in the IDP planning processes. The level of participation is too low; hence not all sector departments have submitted their planned projects or programmes for the next three to five years. Even when they do attend the IDP meetings, they tend to send staff that does not have complete information pertaining to the department or section. The following are the only sector departments who have submitted their planned programmes and projects.

4.4.1 DEPARTMENT OF TRANSPORT

Year	Road No.	Ward	Area	Inkosi	Tribal Authority	Budget
2013/14	Regravel : D1256	14	Stulwane	Hlongwane	Amangwane Tribe	R 1,561,000
	Regravel : L444	14	Connoston	Hlongwane	Amangwane Tribe	R 1,097,000
	Regravel : L459	3	Ndunwane	Hlongwane	Amangwane Tribe	R 1,097,000
	Regravel : L1161	7	Ogade	Hlongwane	Amangwane Tribe	R 1,097,000
	Regravel : L1910	3	Zankolonga	Hlongwane	Amangwane Tribe	R 1,097,000
	Access to school : Upper Tugela	5	Sandlwane	Hlongwane	Amangwane Tribe	R 850,000
	Causeway : D2353	13	Potshini	Hlongwane	Amangwane Tribe	R 1,500,000
	Causeway : L462	6	Maromini	Hlongwane	Amangwane Tribe	R 1,500,000
	Bridges : Nsetheni Ifidi vehicular	5	Blesini	Hlongwane	Amangwane Tribe	R 35,700,000
2014/15	Regravel : L1362	8	Kwamagaba	Tshabalala	Amazizi Tribe	R 1,173,000
	Regravel : D1259	5	Sandlana	Hlongwane	Amangwane Tribe	R 1,173,000
	Regravel : D1263	7	Okhombe	Hlongwane	Amangwane Tribe	R 2,250,000
	Regravel : D384	11		Private Land Owners	Private Land Owners	R 2,250,000
	Regravel : A3309	8	Thukelana	Tshabalala	Amazizi Tribe	R 1,173,000
	Regravel : L1910	3	Zankolonga	Hlongwane	Amangwane Tribe	R 1,173,000
	Access to school : Gqumaweni	11	Gqumaweni	Private Land Owners	Private Land Owners	R 909,500
	Causeway : D2264	13	Bethani	Private Land Owners	Private Land Owners	R 1,632,000

4.4.2 DEPARTMENT OF HEALTH

Institution	Project Description	Financial Year	Estimated Cost
Emmaus Hospital	New OPD; Casualty/Trauma Unit, Maternity & related facilities	02/03/2013 To 01/03/2015	R90 446 661

4.4.3 DEPARTMENT OF HUMAN SETTLEMENT

Project name	Type of project	PROJECT STATUS	Total Units	2013/14	2014/15	2015/16	16/17	17/18	5 YEAR PLAN
Moyeni	Informal Settlements Upgrade	Identified	1 000		2 600				2 600
Dukuza	Informal Settlements Upgrade	Identified	1 000		2 600				2 600
Emmaus	Informal Upgrade	Feasibility	1 000		2 600				2 600
Acton Homes	Slums	Feasibility	1 000	2 600					2 600
Total			4 000	2 600	7 800	0	6 206	0	10 400

4.4.4 DEPARTMENT OF HOME AFFAIRS

Programme	Venue	Beneficiaries	Timeline
HIGH IMPACT CAMPAIGN - Focus is more on deep rural areas where people travel more than 30 km to access DHA services.	Okhahlamba: Emhlwazini, Thintwa, Obonjaneni, Winterton & Acton Home	Deep rural & poor communities within the area	9-10 October 2013
LRB CAMPAIGNS Late registration of birth focuses on people who are 31 days and older, whether they are still at school / out of school	Okhahlamba: Emaswazini Tribal Court, Ngoba Hall, Tabhane Hall, Tonyelane School & Obonjaneni	Wards: 1,3-6	07 Nov 2013
HEALTH PROGRAMME To acquire space at hospitals for registration of births at the time of birth or within 30 days of birth.	Emmaus Hospital		Renovations taking place
SCHOOL PROGRAMME To increase school visits and build stronger relationship with the Dept. of Education to ensure that all children 16yrs and above have identity documents	Uthukela: Estcourt, Umnambithi & Bergville	02 April – 28 June 2013	02 April – 28 June 2013
JOINT INSPECTORATE OPERATIONS To trace, arrest, detain and deport illegal immigrants.	Bergville		November 2013

4.4.5 ESKOM

Eskom has identified the following projects in Okhahlamba:

- Establish Okhahlamba 132/33/22kV substation. (Design stage)
- Replacement of existing Cathkin 2x33/11kV 2.5MVA TRFRS with 2x33/11kV 10MVA TRFRS (Design stage).
- Install 1x132/33kV 40MVA TRFR at Buffelshoek SS (Construction stage)
- Cathkin-Mandabeni 33kV line (Conceptual Stage)

4.4.6 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

LOCAL MUNICIPALITY	PROJECT NAME	WARD	PRODUCT
RURAL INFRASTRUCTURE DEVELOPMENT PROGRAMMES			
OKHAHLAMBA	Bergville Sewer upgrade	5,6,7,8 and 9	Installation of a sewer reticulation system, Construction of a new sewerage treatment works
SPATIAL PLANNING AND INFORMATION PROJECTS			
Local Municipality	Project Name	Product	
OKHAHLAMBA	Okhahlamba Spatial Development Framework	A Spatial Development Framework Document as required by the IDP	
	Comprehensive Rural Development Programme	Comprehensive Rural Development Programme Status Quo Report	

4.4.7 KZN DEPARTMENT OF SPORT AND RECREATION

KZN Department of Sport and Recreation Planned projects for 2013/2014.

Recreation Services

FOCUS AREA	Name of Project	Month (Date) of Event	Venue	Planned Targets	Budget
Healthy Communities through Active Recreation programmes	Outdoor Adventure Training	May2013	Bergville	20	R45 000
	Golden Games League Games	May – August 2013	Ladysmith Imbabazane Umtshezi Okhahlamba Indaka	000	R110 000
	Learn to Swim Coaching Clinics	May – Sept 2013	Drakensville, Bergville	15 X 6 = 90	R45 000
	Work and Play Leagues	April – Nov 2013	Ladysmith Bergville Escourt	300	R20 000
	Recre- Hab Prison Festivals	January 2014	Ladysmith Prison Bergville Prison	200	R10 000

FOCUS AREA	Name of Project	Month (Date) of Event	Venue	Planned Targets	Budget
	Purchase of Rural Horse Riding Equipment and support of Horses	April 2013	Ladysmith Imbabazane Umtshezi Okhahlmba Indaka	85	R25 000
Job Creation & Capacity Building	Learn and Play Training and Purchase of Learn and Play Equipment	February 14	Ladysmith Imbabazane Umtshezi Okhahlmba Indaka	10 ECD Centres	R30 000

Outreach Programme

FOCUS AREA	Name of Project	Month (Date) of Event	Venue	Planned Targets	Budget
	Okhahlmba inter-ward sports leagues	20 July 2013-26 October 2013	All wards	6034 participants	R123 354
Capacity Building	Club Management Workshop	7-9 June 2013	Drakensville Resort-Bergville	73	R85 000

Club Development Programme

FOCUS AREA	Name of Project	Month (Date) of Event	Venue	Planned Targets	Budget
	Okhombe Tournament	13 July 2013	Bergville	10 Clubs	R 67 196

School Sport Programme

FOCUS AREA	Name of Project	Month (Date) of Event	Venue	Planned Targets	Budget
Development of Talented Athletes	Educator Training	21-23 February 2014	Drakensville Resort-Bergville	100	R131 000
Code Structures to Support the programme	Hosting District Tournaments	24 August 2013- Primary Schools 31 August 2013- High Schools	Lambert Park-Estcourt Ladysmith-Kandahar Sports Ground		R381 000

Community Mass Participation Programme

FOCUS AREA	Name of Project	Month (Date) of Event	Venue	Planned Targets	Budget
Programmes Promoting a Healthy Lifestyle	Uthukela District-Equipment AND Kits Purchase and delivery-10 Hubs	1-5 July 2013	Steadville Library Mbango Primary School Okhahlmba Municipality	10 Hubs	R310 000

FOCUS AREA	Name of Project	Month (Date) of Event	Venue	Planned Targets	Budget
			Buhle Bezwe Public School Emahlekwane Primary School Driefontein Sports Ground Imbabazane Municipality Umtshezi Municipality		
	Hosting of Youth Camp	23-25 August 2013	Bergville-Drakensville Resort	25	R 100 000

4.4.8 DEPARTMENT OF WATER AFFAIRS

Project Origin	Project Name	Project Description	Project Status	Total Project Cost
MIG	Moyeni/ Zwelisha RWSS Ph. 4 (Dukuza / Hoffenthal) (AFA) MIS 172338	Detailed design & construction of bulk supply, storage and reticulation to 146 standpipes to the community of Dukuza/ Hoffenthal	Construction	56 013 761
MIG	Bergville Bulk Water Supply Extension and Reticulation	The purpose of this project is to establish a water supply infrastructure to serve the needs of some 11,800 people residing in 5 distinctive informal settlements	Construction	24 362 664
MIG	Moyeni / Zwelisha Community Water Scheme	This project forms an extension to the existing Moyeni CWSS (KN140) and Zwelisha CWSS (KN345).	Construction	9 357 063

4.4.9 DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

Projects funded by COGTA includes:

Project Name	Project Description	Total Project Cost
Bergville Urban Design Framework	• Development of the Bergville Urban Design Framework.	R 495 000.00

Project Name	Project Description	Total Project Cost
Small Town Rehabilitation	<ul style="list-style-type: none"> • Construction of trading stalls; • Upgrading of sidewalks in the CBD; • Rehabilitation of the parking area; • Installation of street light in the CBD, Rehabilitation of CBD roads & Implementation of traffic lights; • Beautification & landscaping of town four entrances, Upgrading of hawker stalls; • Construction and upgrading of pedestrian walk ways in Kings Way street and the R74; • Beautification of Bergville town entrances; • Upgrading of Intersection; • Bergville Fresh Produce Market; • Construction of Vehicle Testing and Licencing Centre; • Bergville Sewer upgrade. 	R 17 000 000.00
Disaster Management Centre	<ul style="list-style-type: none"> • Construction of a Disaster Management Centre 	R 2 000 000.00

5 FINANCIAL PLAN

The Okhahlamba Municipality has recognised that to be successful the Integrated Development Plan, IDP, must be linked to a workable financial plan, which includes a multi-year budget developed using financial modelling. Furthermore, it was recognised that without the financial plan, the IDP would be incomplete, and for a complete IDP to be credible it must be linked to the Municipality's Medium Term Expenditure and Revenue Framework, which is your budget.

Section 17 (3) of the Municipal Finance Management Act, MFMA, No. 56 of 2003 also reminds us how important it is to link your IDP to your Municipal budget. The same act further reminds us of the requirement by the Municipality to take into account the IDP during the budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years. Linking IDP to budget is a constant reminder to municipalities that they are working within limited resources. This process of linking the municipality's IDP and budget has led to the development of a financial plan, which is a document meant to address the two at once.

Consequently, the IDP process has been extended to include the financial plan in this section of the IDP. The financial plan is set out as follows:

- Financial strategies for the 5 year period
- Financial issues
- Detailed 5 year financial action plan
- Multi-year budgets
- Capital and investment program

5.1 FINANCIAL STRATEGIES

The financial strategies adopted by Council include a general strategy which will apply to the detailed strategies, a financial resources (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and cost effectiveness strategy. These strategies have been incorporated into a detailed financial action plan that follows this section. More details of the aforementioned strategies are set out below.

5.1.1 GENERAL

5.1.1.1 ECONOMIC RESPONSIBILITY

All aspects of matters relating to financial matters will take cognisance of Council's economic responsibility to its community. A further aspect of social responsibility will focus on transformation and empowerment, for example in Council's procurement policy.

5.1.1.2 ENGENDERING INVESTOR AND CONSUMER CONFIDENCE

Council's main aim is to increase investor and consumer confidence by building on the sound financial base. This will include developing sufficient reserves and limiting risks by ensuring that major contracts are awarded to

credible contractors and suppliers. At the same time, Council must take cognisance of its social responsibilities and will only enter into agreements with contractors and suppliers who can demonstrate a significant and continuing contribution to the empowerment of previously disadvantaged communities.

It is envisaged that an alliance with credible contractors and suppliers will in the long term contribute to the betterment of the community through investment and increased employment opportunities. Although preference on major contracts will be given to credible contractors and suppliers, Council will at the same time seek to improve the fortunes of the community by awarding affordable smaller contracts to businesses and individuals resident or operating within the jurisdiction of the Municipality. In order to limit risk, Council reserves the right to have functionality and credibility reviews conducted in respect of any new contractors, institutions or suppliers, including major suppliers. Recognising that smaller contractors might have difficulty in securing lines of credit, Council will investigate mechanisms to assist these contractors without placing the Council at risk. One such method will be the direct payment to suppliers of the contractors via cession documents. Such payments being limited to the amounts, which the emerging contractors owe the suppliers.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline, adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally accepted accounting practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. In order for the finance department to deliver on these strategies, it is Council's intention to clearly define accounting policies and recruit the best finance people for that department. To this end, Council will define recruitment policy for finance staff, put in place a pre- and continuing education policy and develop career progression paths for designated finance staff. Like the IDP the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

5.1.1.3 FINANCIAL RESOURCES

For the purposes of this plan, Council has considered financial resources for both capital projects and operational purposes. The various resources available to Council are summarised below.

Capital Budget Funding

- External borrowings(R 15 m approved from west bank)
- Grant funding from both National and Provincial government
- International funding(application for funding)
- Capital market
- Public/ private partnerships
- Disposal of un-utilised assets

Operational Budget Funding:

- Normal revenue streams, including property rates income, refuse removal billings, hiring out of municipal facilities, etc.

- All DORA Funding
- Traffic Fines
- Other grants

5.1.1.4 REVENUE RAISING

The Okhahlamba Municipality's most significant source of revenue is from grants. The contribution of the various alternative streams of revenue will be subject to review. To date we have come up with some revenue raising strategies, and these are listed as follows:

- Parking metres / Reserved parking fees: Due to the fact that we have limited parking available in Bergville and Winterton, charging parking fees will help control parking congestion, and only people who have come to do business in town will park in town.
- Business License: Businesses should be required to have licenses to operate, and these should be renewable annually.
- Photocopier Register: A register should be kept for photocopy machines in order to record meter readings and the municipality should record copies made for private purposes, and minimal fees should be charged for these.
- Interest on Investments: Excess funds that are not due to be used in the current month should be invested with approved financial institution so that extra interest can be earned from these funds.

5.1.1.5 ASSET MANAGEMENT

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme review and insurance cover. This part of the plan will be extended to assist in identifying and listing unutilised/ uneconomic assets with a view to disposal as previously indicated.

5.1.1.6 FINANCIAL MANAGEMENT

Council is committed to sound financial management and the maintenance of a healthy economic base. Although the statutory requirement for the contribution to statutory funds will disappear with the possible repealing of the KwaZulu Natal and Local Authorities Ordinance No 25 of 1974, Council will put in place policies, which will maintain sufficient contributions to similar funds established in terms of GAMAP and GRAP. Financial management policies and procedures for the entire municipality will be implemented.

In addition, financial management systems and procedures will be reviewed to incorporate the following policies:

- Human Resources Policy
- IT Policy
- Fleet Management Policy
- Filing System Policy
- Registry Procedure Manual Policy

- Record Management Policy
- Virement Policy
- Vehicle Policy
- S & T Policy
- Rates and Refuse Removal Services Policy
- SCM Policy
- Consumer Care, Credit Control and Debt Collection Policy
- PMS Policy
- Anti-Fraud and Corruption Policy
- Informal Economy Policy
- Business licensing By –laws Policy
- Community Venues and Hall Policy
- Indigent Support Policy
- Indigent Burial Policy
- Tariff Policy
- Borrowing Policy
- Creditors Management Policy
- Disposal & Property Lease Policy
- Asset Management Policy

Municipal staff will be encouraged to adhere to value for money principles in carrying out their functions. To assist finance staff achieve efficiencies in their daily tasks a performance review incorporating time and motion studies will be conducted on all functions. It is expected that this review will promote efficiencies in the finance department. Council has adopted a zero tolerance approach in respect of both internal and external audit reports and measures will be implemented to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly.

Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

5.1.1.7 CAPITAL FINANCING

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide, the following principles will apply:

- Statutory funds for fund specific projects
- National and provincial government funding for medium term and long term projects
- External borrowings for long term revenue generating and strategic projects

5.1.1.8 OPERATIONAL FINANCING

Council's policy is to fund operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings.

It is Council's intention to maintain a strong economic base by buying on good working capital management including the setting aside of adequate provisions for working capital. It is anticipated that these reserves will be based on the same principles as currently apply to existing statutory funds in that the respective reserves will be cash backed.

5.1.1.9 COST EFFECTIVENESS

In any organisation it is necessary to strive for cost effectiveness. It is Council's intention to develop outsourcing policies and review all non-core services. The effectiveness of departments and services provided by the departments will be subject to value for money reviews. It is expected that these reviews will achieve cost savings. The concept of shared service centres is being investigated with the objectives of seeking to obtaining savings where services could be provided to a number of municipalities and possibly entities in the private sector.

5.1.1.10 DEBT MANAGEMENT AND RECOVERY

This municipality raises income from property rates, refuse removal, letting of properties, rates clearances and building plans. Other services are rendered on cash basis, meaning you first pay and then we render a service, except for property rates, refuse removal and letting of properties. When we bill we recognise income, but not all of this income reaches the municipality. Our current recovery rate is sitting at 34%, meaning we need to come up with a serious debt management and recovery strategy.

We have since developed a credit control policy which prescribes to us steps to be taken to recover our debt, more especially our long outstanding debts. Firstly, we have planned on granting our customers relief on interest and penalties for at least two months in a year. During this period, all customers who pay all their accounts in full will receive a relief on their interest and penalties.

After this relief if we still have long outstanding debts we have planned on issuing first notices, then second notices and then final notices. After final notices, we will be handing outstanding debtors over to our attorneys for collection. Thereafter we will attach properties.

5.1.2 DETAILED FINANCIAL ACTION PLAN

- The financial action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality.
- The financial action plan incorporates strategies covering a period of 5 years

- The implementation of the financial action plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager, Chief Financial Officer and all Heads of Departments in implementing these strategies.
- It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these actions.
- The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals.

The key financial issues affecting Okhahlamba Local Municipality are listed below.

- Lack of funds for capital projects:
 - Various sources of grants and subsidies need to be identified and a person tasked with this function.
 - Document policies relating to capital financing.
 - Conditions attached to source of funding must be adhered to.
- Alignment of the budget process
 - The IDP needs to be aligned with the budget.
 - Business plans are needed for projects taking into consideration cost of inflation.
 - Operational Costs of projects need to be determined.
- Financial Management:
 - An IT system needs to be implemented.
 - The annual report needs to be prepared.
 - Employ consultants to assist with the implementation of GRAP.
 - Review all financial policies and procedures and document flow.
 - The budgeting process needs to take heed of the requirements of the Municipal Finance Management Act and Systems Act.
- Asset Management:
 - An asset management system is required.
 - Finance Department needs to maintain a tighter control over use of vehicles and fuel and oil.
 - The annual insurance premiums need to be reviewed.
 - Identify unutilised assets.

5.1.3 FINANCIAL STRATEGIES AND ACTION PLAN – 2013/14 TO 2017/18

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2013/14	2014/15	2015/16	2016/17	2017/18
Capital financing strategy		Obtain International and local grant funding to undertake projects	Dedicate a particular person to the function of raising grants	All Heads of Departments	√	√	√	√	√
			Identify, establish, maintain and update database of all grant funders	CFO/IDP Manager	√	√	√	√	√
			Undertake project feasibility studies and project plans	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Approach prospective funders with IDP and Financial plan for funding	Chief Financial Officer/IDP Manager	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Asset management strategy	Effective asset management		Ensure asset management system is implemented and functional	CFO	√	√	√	√	√
			Obtain a complete inventory of all assets	CFO	√	√	√	√	√
			Ensure all assets are properly maintained	CFO	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
		Disposal of unutilised assets	Identify and list unutilised & uneconomic assets	CFO	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Dispose of unutilised assets	CFO	√	√	√	√	√
			Improve the use of uneconomic assets	All Departments	√	√	√	√	√

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2013/14	2014/15	2015/16	2016/17	2017/18
			Develop and review all financial policies, procedures and document flows	CFO	√	√	√	√	√
			Monitor cash forecasts and cash flow against forecasts	CFO	√	√	√	√	√
			Prepare meaningful monthly management reports	CFO	√	√	√	√	√
			Consider the impact of The Municipal Finance Management Act and Systems Act in the budgeting process	CFO	√	√	√	√	√
			Employ consultants to aid with the implementation of GRAP	CFO	√				
			Ensure business plans are prepared for projects	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Determine operational costs of new capital projects	All Departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
			Conduct a skills audit of financial division staff	HR Manager	√	√	√	√	√

FINANCIAL STRATEGIES	REDUCE COSTS	INCREASE REVENUE	ACTION REQUIRED	By whom	2013/14	2014/15	2015/16	2016/17	2017/18
			Review job descriptions and duty schedules in terms of the task evaluation system	HR Manager	√				
			Effective implementation and monitoring of vehicle fleet and maintenance	CFO	√	√	√	√	√
			<ul style="list-style-type: none"> Implement controls to monitor the use of photocopying and fax machines 	Corporate Services Director	√	√	√	√	√
			<ul style="list-style-type: none"> Develop a policy on the use of telephones Use the telephone monitoring system to control the private use of telephones 	Corporate Services Director	√	√	√	√	√
			Set up internal audit committee	MM	√				
			Review overtime claim and approval procedures and supporting documentation	CFO	√	√	√	√	√

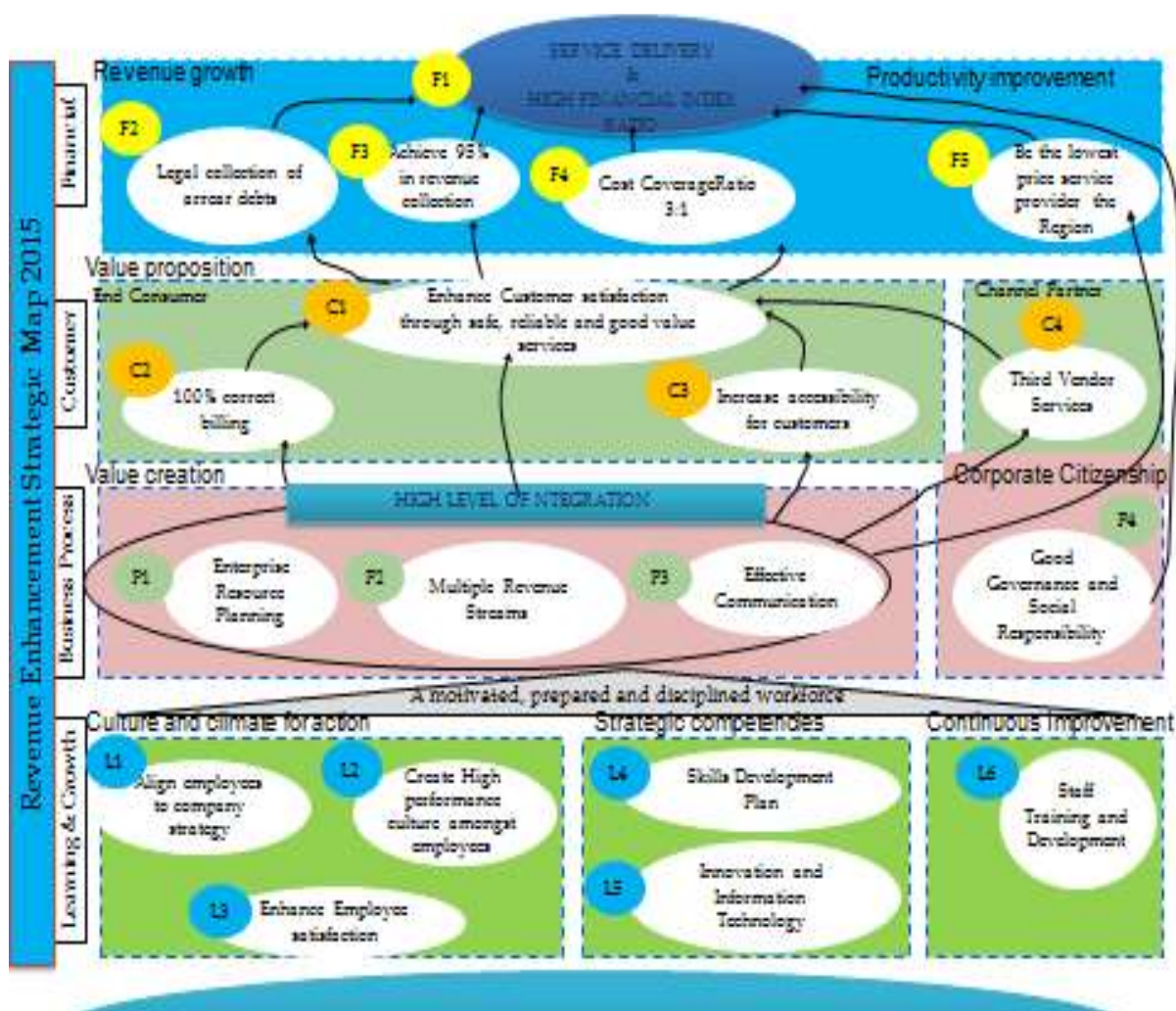
5.2 MULTI-YEAR BUDGET (FINANCIAL PROJECTIONS)

Financial projections have been developed using a financial model developed for Okhahlamba Municipality. A summary of the financial modelling process and assumptions produced by management are set out below:

5.2.1 FINANCIAL PROJECTIONS

- The financial projections are based on a financial model developed for Okhahlamba Municipality
- The model is used to assess the financial feasibility of those capital projects outlined in the IDP
- The financial model is dependent on the 2013/14 operating budget which has been used as the base year,
- The critical financial inputs are project operating costs, loans, sources of funding and terms of borrowing. The critical outputs as illustrated in (figure 31) are:
 - A five year projection of the operating and capital budget reflecting the projected revenue increases;
 - Financial resources required for capital projects

Figure 31: Financial Strategic Map 2015



5.3 MUNICIPAL BUDGET OVERVIEW

5.3.1 CONSOLIDATED BUDGETED FINANCIAL PERFORMANCE (REVENUE & EXPENDITURE)

TOTAL OPERATIONAL & CAPITAL BUDGET 2013/2014, 2014/2015 AND 2015/2016					
INCOME	TOTAL 2012/2013 Original Budget	TOTAL 2012/2013 Revised Budget	TOTAL 2013/2014 Annual Budget	TOTAL 2014/2015 Outer Year Budget	TOTAL 2015/2016 Outer Year Budget
RATES	-21 121 033.00	-21 121 033.00	-30 212 450.00	-27 168 168.06	-28 635 249.14
LESS: REVENUE FORGONE			8 139 914.00		
RATES PENALTIES	-1 625 123.00	-1 625 123.00	-1 716 129.89	-1 808 800.90	-1 906 476.15
REFUSE REMOVAL		-	-1 639.00	-1 727.51	-1 820.79
RENTAL RECEIVED	-169 488.00	-169 488.00	-50 000.00	-52 700.00	-55 545.80
INTEREST ON INVESTMENTS/CURRENT ACCOUNT	-1 325 000.00	-1 325 000.00	-1 399 200.00	-1 474 756.80	-1 554 393.67
INTEREST EARNED ON OUTSTANDING DEBTORS		-	-		
SUBSIDIES	-427 000.00	-427 000.00	-	-	-
TRAFFIC FINES	-305 000.00	-305 000.00	-322 080.00	-339 472.32	-357 803.83
SUNDRY INCOME/OTHER INCOME	-6 323 424.00	-2 170 178.00	-3 611 649.86	-3 650 306.46	-3 847 423.00
CONTRIBUTIONS FROM OPERATING SURPLUS	-26 467 631.00	-38 576 421.00	-19 080 000.00	-	-
NATIONAL GRANTS	-85 727 000.00	-96 627 000.00	-103 871 000.00	-108 670 000.00	-129 866 000.00
PROVINCIAL GRANTS	-2 664 000.00	-2 664 000.00	-990 972.00	-1 045 185.33	-1 101 517.34
TOTAL REVENUE	-146 154 699.00	-165 010 243.00	-153 115 206.75	-144 211 117.37	-167 326 229.72
EXPENDITURE	TOTAL 2012/2013 Original Budget	TOTAL 2012/2013 Revised Budget	TOTAL 2013/2014 Annual Budget	TOTAL 2014/2015 Outer Year Budget	TOTAL 2015/2016 Outer Year Budget
SALARIES & ALLOWANCES	38 497 035.00	38 463 551.00	39 003 069.81	41 743 786.56	44 651 170.35
GENERAL EXPENSES	51 274 264.00	45 815 292.00	52 096 452.52	54 945 226.96	57 949 119.17
REPAIRS AND MAINTAINANCE	3 540 400.00	6 540 400.00	7 250 484.41	8 527 040.85	23 310 245.43
CAPITAL CHARGES	-	-	-	-	-
CONTRIBUTIONS TO RESERVES			475 200.00	500 860.80	527 907.28
CONTRIBUTIONS TO CAPITAL OUTLAY & PROJECTS	52 843 000.00	74 191 000.00	54 290 000.00		
TOTAL EXPENDITURE	146 154 699.00	165 010 243.00	153 115 206.74	105 716 915.17	126 438 442.24
SURPLUS / DEFICIT	-	-	-0.00	38 494 202.21	40 887 787.48

TOTAL OPERATIONAL BUDGET 2013/2014,2014/2015 AND 2015/2016					
INCOME	TOTAL 2012/2013 Original Budget	TOTAL 2012/2013 Revised Budget	TOTAL 2013/2014 Annual Budget	TOTAL 2014/2015 Outer Year Budget	TOTAL 2015/2016 Outer Year Budget
RATES	-26 512 617.00	-26 512 617.00	-30 212 450.00	-27 168 168.06	-28 635 249.14
LESS: REVENUE FORGONE	5 391 584.00	5 391 584.00	8 139 914.00		
RATES PENALTIES	-	-	-1 716 129.89	-1 808 800.90	-1 906 476.15
REFUSE REMOVAL	-	-	-1 639.00	-1 727.51	-1 820.79
RENTAL RECEIVED	-169 488.00	-169 488.00	-50 000.00	-52 700.00	-55 545.80
INTEREST ON INVESTMENTS	-1 325 000.00	-1 325 000.00	-1 399 200.00	-1 474 756.80	-1 554 393.67
INTEREST EARNED ON OUTSTANDING DEBTORS	-	-			
SUBSIDY	-427 000.00	-427 000.00	-	-	-
TRAFFIC FINES	-305 000.00	-305 000.00	-322 080.00	-339 472.32	-357 803.83
SUNDRY INCOME /OTHER INCOME	-5 170 178.00	-3 323 424.00	-3 611 649.86	-3 650 306.46	-3 847 423.00
CONTRIBUTIONS FROM OPERATING SURPLUS			-	-	-
NATIONAL GRANTS	-64 794 000.00	-64 794 000.00	-72 661 000.00	-82 120 000.00	-101 605 000.00
PROVINCIAL GRANTS	-	-	-990 972.00	-1 045 185.33	-1 101 517.34
TOTAL REVENUE	-93 311 699.00	-91 464 945.00	-102 825 206.75	-117 661 117.37	-139 065 229.72
OPERATING EXPENDITURE					
EXPENDITURE	TOTAL 2012/2013 Original Budget	TOTAL 2012/2013 Revised Budget	TOTAL 2013/2014 Annual Budget	TOTAL 2014/2015 Outer Year Budget	TOTAL 2015/2016 Outer Year Budget
SALARIES & ALLOWANCES	38 497 035.00	38 463 551.00	39 003 069.81	41 743 786.56	44 651 170.35
GENERAL EXPENSES	51 274 264.00	45 815 292.00	52 096 452.52	54 945 226.96	57 949 119.17
REPAIRS AND MAINTAINANCE	3 540 400.00	6 540 400.00	7 250 484.41	8 527 040.85	23 310 245.43
CONTRIBUTIONS TO RESERVES			475 200.00	500 860.80	527 907.28
TOTAL EXPENDITURE	93 311 699.00	90 819 243.00	98 825 206.74	105 716 915.17	126 438 442.24
SURPLUS / DEFICIT	-	-645 702.00	-4 000 000.00	-11 944 202.21	-12 626 787.48

5.3.2 BUDGETED CAPITAL EXPENDITURE

TOTAL CAPITAL BUDGET 2013/2014,2014/2015 AND 2015/2016					
INCOME	TOTAL 2012/2013 Original Budget	TOTAL 2012/2013 Revised Budget	TOTAL 2013/2014 Annual Budget	TOTAL 2014/2015 Outer Year Budget	TOTAL 2015/2016 Outer Year Budget
MIG	-23 233 000.00	-23 233 000.00	-24 610 000.00	-26 550 000.00	-28 261 000.00
ELECTRIFICATION	-7 480 000.00	-7 480 000.00	-4 000 000.00		
SMALL TOWN REHABILITATION GRANT		-10 900 000.00	-6 600 000.00		
OWN REVENUE:					
EXTERNAL LOAN	-15 000 000.00	-15 000 000.00	-	-	-
RESERVES	-7 126 000.00	-17 578 000.00	-19 080 000.00		
TOTAL REVENUE	-52 839 000.00	-74 191 000.00	-54 290 000.00	-26 550 000.00	-28 261 000.00
CAPITAL EXPENDITURE					
EXPENDITURE	TOTAL 2012/2013 Original Budget	TOTAL 2012/2013 Revised Budget	TOTAL 2013/2014 Annual Budget	TOTAL 2014/2015 Outer Year Budget	TOTAL 2015/2016 Outer Year Budget
RESERVES					
PURCHASE OF BUILDING	850 000.00	5 000 000.00	10 500 000.00		
TRAFFIC VEHICLES	-	1 500 000.00			
VEHICLE	1 000 000.00	1 000 000.00			
LED PROJECT	1 258 000.00	1 258 000.00			
AIRCONDITIONER PHASE 1	-	50 000.00	100 000.00		
COMPUTER & OFFICE EQUIPMENT	-	810 000.00			
CRAFT CENTRE	500 000.00	-			
DISASTER CENTRE	1 000 000.00	1 000 000.00	2 000 000.00		
FINANCIAL SYSTEM	168 000.00	600 000.00	800 000.00		
COMPUTER EQUIPMENT (COUNCILLORS LAPTOPS)	200 000.00	200 000.00	500 000.00		
CLOCKING MACHINES	80 000.00	80 000.00			
RECORDING MACHINES	100 000.00	100 000.00			
PROPERTY PLANT AND EQUIPMENT	15 000 000.00	15 000 000.00			
LANDFILL SITE	1 000 000.00	1 000 000.00	1 000 000.00		
SPEED MACHINES			300 000.00		
CEMENTRIES	1 200 000.00	1 200 000.00	1 000 000.00		
COMMUNITY FACILITATION AND DEVELOPMENT			2 000 000.00		
TRAFFIC CAMERA			180 000.00		
COUNCILLORS VEHICLES (DEPUTY & SPEAKER)			700 000.00		
OTHER GRANTS					
ELECTRIFICATION	-	7 480 000.00	4 000 000.00		
SMALL TOWN REHABILITATION	-	10 900 000.00	6 600 000.00		
MIG PROJECTS:			-	26 550 000.00	28 261 000.00
NOKOPHELA & NKANGALA ROAD	3 811 000.00	3 811 000.00			
NKWAZINI ROAD	3 402 000.00	3 402 000.00			
RAGENA OF BERGVLL, WINTERTON& TAXI RANK	4 665 000.00	4 915 000.00			
RURAL & URBAN ROAD	7 000 000.00	3 000 000.00			
OTHER MIG	11 605 000.00	11 605 000.00			
		280 000.00			
MASWAZINI GRAVEL ROAD (WARD 01)			4 474 536.00		
WINTERTON TAXI RANK			4 415 020.00		
NKOMFENI GRAVEL RAOD - REHAB (WARD 10)			1 939 224.00		
RESERVE B - VEHICLE BRIDGE REHAB (WARD 08)			1 200 000.00		
NGUBHELA - VEHICLES BRIDGE REHAB (WARD 09)			907 000.00		
NKWAZINI GRAVEL LINK ROAD			3 402 000.00		
EMHLAMBOZINI COMM. HALL & CRECHE FACILITY (WARD 12)			1 905 308.53		
NOKOPELA COMM. HALL & CRECHE FACILITY (WARD 12)			1 905 308.53		
NSUKANGIHLALE COMM. HALL & CRECHE FACILITY (WARD 12)			1 905 308.53		
			2 556 294.41		
OGADE PEDESTRIAL BRIDGE				562 872.00	
BHETANE MASINJANE EDESTRIAN BRIDGE				2 100 052.00	
ESTULWANO COMM HALL				3 000 000.00	
MCELENI GRAVEL ROAD				2 500 000.00	
BERGVILLE TARRED RAOD				3 741 076.00	
TOTAL EXPENDITURE	52 839 000.00	74 191 000.00	54 290 000.00	26 550 000.00	28 261 000.00
SURPLUS / DEFICIT	-	-	-	-	-

5.4 AUDITOR GENERAL RESPONSES AND ACTION PLAN

Finding	Planned Action	Implementation date	Responsible Official
1. No evidence of application of 80/20 points system	The 80/20 point system will be applied to all procurement transactions which are to the value of R30 000 and above	01 December 2012	SCM Officer
2. Non-payment of creditors within 30 days	2.1. The Municipality will make use of stamps (which indicate the dates) to indicate the exact date when the invoices are received by the Finance Department.	2.1. 31 January 2013	Accountant Expenditure
	2.2. The Municipality will be implementing the creditors' module on its financial system to assist with the tracking of payments to creditors and to ensure that the necessary follow-ups are made.	2.2. 01 February 2013	Accountant Expenditure
3. Awards to suppliers in the service of the state	The Municipality will, before the conclusion of any transaction, issue declaration forms to suppliers to indicate whether they are in the service of the state or not.	01 December 2012	SCM Officer
4. Range of procurement processes (SCM policy not in line with SCM Regulations)	The 2012/2013 SCM Policy has been amended to take into account the stipulated criteria.	31 May 2012	SCM Officer
5. Procedures for procurement of goods or services	The 2012/2013 SCM Policy has been amended to take into account the stipulated criteria.	31 May 2012	SCM Officer
6. Bids not published on the website	6.1. The outcomes of all the bidding process will be published on the municipal website.	6.1. 28 February 2013	SCM Officer
	6.2. The Municipality will develop a compliance checklist	6.2. 28 February 2013	

Finding	Planned Action	Implementation date	Responsible Official
			Accountant Expenditure and National Treasury Advisor (MFMP)
7. No internal audit reports for quarter three and four on performance measures	6.1. Internal Audit will audit performance measures on a quarterly basis.	31 January 2013 - Q2 30 April 2013 - Q3 31 July 2013 - Q4	Internal Audit Manager and Municipal Manager
8. Monthly projections and service delivery targets not made public within 14 days of approval of SDBIP	Monthly projections and service delivery targets to be made public within 14 days of approval of SDBIP	14 days after the IDP Budget is approved	IDP/ PMS Manager
9. Performance agreements not amended to be in line with amended IDP	The IDP/ PMS Manager will ensure that the Performance Agreements will be in-line with the IDP Objectives.	30 June 2014	IDP/ PMS Manager
10. Non-performance of quarterly performance reviews	Quarterly Performance Reports will be scheduled for all quarters and an evaluation panel will be established for the 2nd and 4th quarter according to MSA Regulations 28.	A month after the end of each quarter.	IDP/ PMS Manager
11. Notice to public not made within 14 days of adoption of the IDP	Notice to the public will be made within the stipulated timeframe.	30 June 2014	IDP/ PMS Manager
12. Non-submission of amended IDP to MEC for local government	Amended IDP to be submitted to the MEC for Local Government timeously.	30 June 2014	IDP/ PMS Manager
13. Leave approved subsequent to leave being taken	Leave to approved prior to leave being taken	Immediately	Manager: Human Resources
14. Creditors reconciliations not prepared	The Municipality will be implementing the creditors' module on its financial system to	01 February 2013	Accountant Expenditure

Finding	Planned Action	Implementation date	Responsible Official
	assist with the preparation of the creditors reconciliations		
15. Direct debits not cleared on time	Direct debits will be cleared on a monthly basis	28 February 2013	Accountant Expenditure
16. Inadequate documentation regarding cancelled fines	Cancelled fines will be clearly marked as cancelled, signed and the reasons fully documented	28 February 2013	Chief Traffic Officer
17. Annuity loan not paid	The Municipality to set up a meeting with the Winterton Farmers Association to obtain the original documents/agreement and to resolve the any payments due,	04 March 2013	Manager Finance

6 ANNUAL OPERATIONAL PLAN

The Draft Service Delivery and Budget Implementation Plan is attached in the document, and provides concrete details about what is to be achieved per each quarter and the resources that will be allocated for this.

The main objective of the Okhahlamba Local Municipality SDBIP 2013/2014 is to provide a critical link between the Mayor, Councillors and Administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Mayor, councillors, municipal manager, senior managers and community. It shall be circulated internally and externally for purposes of monitoring the execution of the budget performance of senior management and achievement of strategic objectives of council. It enables the Municipal Manager to monitor the performance of senior managers and the Mayor to monitor the performance of the Municipal Manager, and for the council and community to monitor the performance of the Municipality.

The SDBIP will not ensure the appropriate monitoring of the Municipal Budget alone, rather it will serve as kernel of the development and adoption of the annual performance contracts for senior managers and the due phasing-in of performance systems in the lower level of management. It further provides a foundation for the overall annual and quarterly organization performance for the 2013/2014 financial Year.

The SDBIP is a layered plan. The top layer deals with consolidated service delivery targets and in-year dead-lines, and links these targets to each top manager. Each senior manager is expected to develop the lower layer of details of the SDBIP. The responsible manager must provide more details on each output for which is responsible, break up these output into smaller outputs and then link these to each middle-level and junior manager. Much of these lower-layer detail will not be made public not tabled in council.

Only the highest layer of information of the SDBIP will be made public or tabled in the council. This information should also include per ward information, particularly for key expenditure items on capital programmes and projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their wards.

The SDBIP as a management and implementation plan (not a policy) should not be approved by council. It is however, tabled to council and the public for information and purpose of monitoring. The SDBIP will also empower all councillors specifically facilitating engagement at a ward level and allow them to undertake the appropriate oversight and monitoring of programs. Council Committees will also acquire appropriate ability to use the document to measure in-year progress in the implementation of the budget.

7 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

7.1 OBJECTIVES AND PRINCIPLES OF PMS

Beyond the fulfilling of the abovementioned legislative and policy requirements, the Municipality will require a PMS that will be constituted as the primary mechanism to monitor, review and improve the implementation of the municipality's IDP. It should therefore fulfil the following functions:

- Facilitate increased accountability;
- Facilitate learning and improvement;
- Provide early warning signals; and
- Facilitate decision-making.

7.2 ALTERNATIVE MODELS FOR PMS

The Best Practice Guide describes three alternative models to be used as a measurement tool in a PMS. These are:

- The Spreadsheet, which is recommended for under-resourced, mainly rural municipalities.
- The Municipal Scorecard, which is recommended for semi-resourced, semi-rural/ urban municipalities.
- The Balanced Scorecard, which is recommended for well-resourced, mainly urban municipalities.

In view of the municipal area's demographic profile, the level of its resources and the practicalities associated with measurement, the Technical Committee decided that a model incorporating elements of both the Municipal Scorecard and the Balanced Scorecard would be most appropriate. The system will therefore include the following measurement tools:

- The Organizational Scorecard, and
- Departmental Scorecards.
- Each of these will be dealt with in the following paragraphs.

7.3 ORGANISATIONAL SCORECARD

This scorecard provides an overall picture of the performance of the Municipality as a whole, reflecting performance on its strategic priorities. It will be the basis for reporting to the Council and the public. The Scorecard includes the Key Performance Indicators (KPI's) prescribed by the Regulations, and other KPI's derived from Priority Areas and Objectives contained in the IDP.

The following concepts are used in the scorecard:

- Key Performance Areas, which reflects national and municipal priorities as identified in the IDP and related policies.
- Strategic Objectives, which are statements about what it is that needs to be achieved in priority areas.

- Measurable Objectives, which states how the strategic objective needs to be achieved
- Key Performance Indicators, which are measurements on the progress made towards achieving measurable objectives.
- Performance Targets, which set the value of the indicator that is to be achieved by a specific time.
- Portfolio of evidence, where the data for measurement will be obtained from.
- In terms of the Regulations, the Organisational Scorecard is to be reviewed annually.

In order to serve their purpose Key Performance Indicators should be:

- Focused and specific;
- Measurable;
- Valid and relevant;
- Reliable;
- Simple, and
- Rely on data that is available on a regular basis.
- Performance Targets need to be set in relation to baseline information, which will be drawn from a variety of surveys, including the 2001 Census figures and Management information.
- Version 0 Organisational Scorecard

Council will need to set targets for the KPI's utilizing as a baseline inter alia the 2001 Census information. As recommended by the Best Practice Guide, the process of setting targets should conform to the so-called "SMART" principle, in the sense that targets should be:

- Specific;
- Measurable;
- Attainable;
- Realistic; and
- Time-related

7.4 ROLES AND RESPONSIBILITIES IN PMS

Roles and Responsibilities in Organisational Performance Management Systems	
Municipal Council	Approving the PMS, monitoring and reviewing the IDP in terms of the PMS.
Councillors	Encouraging the community to involve themselves in the development, implementation and review of the municipality's performance management system and, in the setting of appropriate key performance indicators and performance targets for the municipality. Providing input into the development and implementation of the PMS and the annual performance report.
Executive Committee, Mayoral committee and Portfolio Committees	Decide on the PMS process. Nominate persons to 'drive' the PMS process, monitor the development, implementation and management process.

Roles and Responsibilities in Organisational Performance Management Systems	
Municipal Manager	Overall management and coordination responsibility to ensure that all relevant role-players are involved and that the process is proceeding as planned.
IDP/PMS Manager	Day to day management of the IDP and PMS; fulfill the role of the “Performance Champion” refer page 10 for more detailed information of the PMS managers roles and responsibilities.
IDP/PMS Technical Committee /Task Team	Development and implementation of the PMS. Summarising and processing inputs from the consultative process.
Facilitators (Either from internal resources or contracted)	Methodological guidance, facilitation of planning workshops, documentation and special studies.
Municipal Officials (Heads of Departments and Senior Officials)	Providing technical and sector expertise and information relating to performance measures and targets. Implement and manage the PMS in their departments.
Internal Auditor	Auditing performance measures.

7.5 MEASUREMENT AND ANALYSIS

Measurement and analysis will be the responsibility of respective line managers. Certain baseline data is not available on an annual basis (e.g. access to basic services), and surveys will therefore need to be conducted. It is suggested that the following annual surveys will be required:

- A customer satisfaction survey (involving households and businesses in Okhahlamba) and an employee satisfaction survey (conducted internally).
- A basic socio-economic survey to measure access to services and other indicators. Co-ordination of measurement and analysis of the surveys should be the responsibility of the Municipal Manager’s office.

7.6 PERFORMANCE REPORTING AND REVIEWS

Council will need to set up reporting and review processes, which will involve the following:

- Exco Review (quarterly).
- Council Reviews (bi-annually).
- Community (Biannually)
- Public Review should be provided through an annual public report.

7.7 ANNUAL REPORT

A municipality is required to prepare an Annual report in terms of the Municipal Finance Management Act (MFMA). The purpose of an annual report is to provide a record of activities, report on performance against the budget and promote accountability to the local community for the decisions

made thorough the year. To this end, Okhahlamba has prepared an Annual report for the 2011/2012 period.

7.8 ORGANISATION KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

Progress will be measured through organisational key performance indicators linked to departmental indicators. In the SDBIP organisational key performance indicators are presented at an annual and quarterly level. Departmental indicators are broken down into monthly indicators, which are monitored and reported on a monthly basis at the meetings of the operational management committee.

7.9 DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS

Individual performance agreements are linked to the approved SDBIP and departmental indicators through the development of individual work plans. The indicators contained within the work plan are agreed upon and signed off by both the supervisor and the incumbent.

7.10 SUMMARY

The local economic development activities that stimulate the generation of cash have a considerable effect on stimulating further activity within the area. Cash generation activities such as commercial agricultural programmes, small business manufacturing and trading activities will have a substantial impact on the local economy.

Economic development activities that have a cash generation element to them need to be identified and targeted at rural households. The rural household needs to be brought into the commercial mainstream through commercial business linkages. Households could be contracted to supply agricultural and manufactured product on behalf of larger businesses.

One of the most significant constraints to the local economy would appear to be the lack of integration in all sectors and in most government and non-government structures. The Bergville community is blessed with some very strong civil society structures, especially within the greater rural development sector, but it still appears as if the lack of integration is preventing the municipality from achieving its full economic potential. The following sectors are important to the economy and improving the integration within and between these sectors is an imperative for sustainable economic development.

- Security provision
- Poverty alleviation
- Agricultural and agri-business sector
- Agricultural support and land reform services sector
- Business sector
- Small business development and support sector

- Tourism sector
- Socio-economic and health services

Support and the strengthening of the institutions of civil society would appear in the case of Okhahlamba to be a key economic developmental issue. This needs to be reinforced with generating an understanding of the inter-dependence that exists between groups and encouraging a mood of co-operation, and partnership, between all institutions.

The OLM is an emerging Municipality that is very dependent on grants from National and Provincial government and funding from outside sources.

There has been significant input (albeit following a number of requests for same) from Government Departments highlighting their respective projects being invested in. However, for the OLM's future to be sustainable and it to deliver on its development mandate, there is a significant improvement in the responsibility that the Municipality takes in attempting to secure additional and future funding.

At an overall glance, there have been achievements to date that auger well in the Municipality's favour. However, in order to become self-sustaining, the Municipality has to channel its resources and focus itself around generating the local economy in a manner that will positively contribute to growth and development.

Furthermore, given that the Performance Management System has been completed it appears that there is some certainty and guidance in terms of performance measures. A workshop that included all Municipal Councillors and officials was held during the month of February 2010 in order to inform employees and Council about Performance Management Systems in place and also to give direction. It should be noted that on our IDP RF meeting held with sector departments showed tremendous improvements in terms of attendance and contribution, however the challenge being faced with is the issue of consistency.

There appears to be synergy between Provincial Governments who are the predominant financiers for development. However, it is recognized that Provincial departments have to serve the entire province and therefore, the responsibility to ensure that the Municipality "makes its mark" vests with the officials and stakeholders. There appears to be a clear understanding of the roles and responsibilities between the District and local Municipality in some areas. There is also a good synergy between the Local Municipality and the Department of Co-operative Governance and Traditional Affairs.

Finally, there was an element of IDP capacity building and education as part of the process. To this end, the officials and Councillors have supported the process in ensuring that it is a living document, strategic and meaningful. Furthermore, the process was geared around determining needs, but transferring responsibility to the OLM in that they needed to understand that the IDP was their process and the IDP Manager is merely a conduit to facilitate and co-ordinate the development process.

Table 24: Summarised version of the Okhahlamba Scorecard

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
Municipal Transformation and Organisational Development	To transform and develop institutional capacity to create an efficient organisation	MTOD01	Finalization/ Appointment of all outstanding Section 56 positions	Number	5	4	1	1	1			
				Percentage	100%	80%	20%	20%	20%			
		MTOD02	Development of a detailed Staff Retention Policy	Date adopted	None	None	None	May-14				May-14
		MTOD03	Appointment of Performance Evaluation Committee (Section 57 employees)	Date adopted	None	None	None	30-Sep-13	30-Sep-13			
		MTOD04	Implementation of the PMS Policy	Yes/No	None	None	None	Yes				Yes
		MTOD05	Appointed performance evaluation committee	Yes/No	None	None	None	Yes	Yes			
		MTOD06	HIV/ AIDS awareness campaigns	Date	None	None	None	30-Mar-14			30-Mar-14	
		MTOD07	Develop the EAP Policy	Date adopted	None	None	None	30-Mar-14			30-Mar-14	
		MTOD08	Training of staff and Councillors in respect of Resistance to Change and Transformation	Date	Yes	None	None	30-Jun-14				30-Jun-14
		MTOD09	Health and Safety Welfare workshops	Date	None	None	None	Dec-13		Dec-13		
		MTOD10	Proper induction programme	Yes/No	Yes	None	None	Yes			Yes	
		MTOD11	Awareness of the Anti-Fraud and Corruption Policy	Workshop Date	Yes	None	None	Dec-13		Dec-13		
		MTOD12	Monitoring and Implementation of a Risk Management Policy	Date	Yes	None	None	30-Mar-14			30-Mar-14	
		MTOD13	IDP's Adopted	Yes/No	None	Yes	None	Yes				Yes

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
				Date adopted-May 2014	None	None	None	30-Jun-14				30-Jun-14
		MTOD14	10 Critical services identified and included in the IDP	Yes/No	None	Yes	None	Yes				Yes
		MTOD15	IDP Aligned to outcome 9	Yes/No	None	None	None	Yes				Yes
		MTOD16	Number (as well as percentage of performance agreements signed reflecting national government priorities	Number of signed performance agreements	None	None	None	5	4	1	1	1
				% of signed performance agreements	None	None	None	100%	80%	20%	20%	20%
		MTOD17	Budget Spent on workplace Skills Plan	Budget Amount	None	None	None	R 520 000.00	R 130 000.00	R 130 000.00	R 130 000.00	R 130 000.00
				% spent	None	None	None	100%	25%	25%	25%	25%
		MTOD18	Number of people from employment equity target group employed in the three highest levels of management	Number	200%	None	None	1			1	
		MTOD19	Number of quarterly performance reviews conducted	Number of reviews conducted	None	None	None	4	1	1	1	1
		MTOD20	Number of reports submitted on performance in terms of S46 of the MSA	Number of reports	None	None	None	4	1	1	1	1
		MTOD21	Number of corrective actions taken to improve performance	Number	None	None	None	4	1	1	1	1
Service Delivery and Infrastructure	To improve service delivery and facilitate the provision	SDID01	Electricity Service Delivery Plan needs to be drafted and finalised	Date adopted	None	None	None	100%	25%	50%	75%	100%
		SDID02	Alternative energy sources (Installation of solar panels)	Number of new installations	None	None	None	300	75	75	75	75

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
	and maintenance of new and existing infrastructure.	SDID03	Electricity supply to all Communities in Okhahlamba	Number of new connections	None	None	None	300			150	150
		SDID04	Road Infrastructure Investment Plan	% complete	None	None	None	100%	25%	50%	75%	100%
		SDID05	Continuous engagement with D.O.T – using IGR Forums, Premiers Forum, Mayors Forum etc.	Meeting dates	None	None	None	4	1	1	1	1
		SDID06	Maintenance plan is developed for new roads	Date adopted	None	None	None	30-Jun-14				30-Jun-14
		SDID07	Assessment of Community Facilities: accessibility, condition, security, shortages, as well as repair cost determination etc.	% complete	None	None	None	100%	25%	50%	75%	100%
		SDID08	Operation and maintenance plan for community facilities: security, care taking, ownership	% complete	None	None	None	100%	25%	50%	75%	100%
		SDID09	Develop a cemetery for both Bergville and Winterton and Rookdale	% complete	2	2	4	100%	25%	50%	75%	100%
		SDID10	Upgrade sewer for Winterton and Bergville	% complete	1	0	1	50%				50%
		SDID11	Research new design technologies for waste disposal	% complete	None	0	0	100%	25%	50%	75%	100%
		SDID12	Land audit	% complete	None	0	0	100%	25%	50%	75%	100%
		SDID13	Reviewed Housing Sector Plan	% complete	1	1	0	100%	25%	50%	75%	100%
		SDID14	Improve Communication and Engagements with Black land owners Association	Number of workshops conducted	None	0	0	4	1	1	1	1
		SDID15	Assess illegal building structures and buildings	% complete	None	0	0	100%	25%	50%	75%	100%

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
		SDID16	Notice to media to request submission of building plans from land owners	Date of notice	None	0	0	30-Sep-13		30-Sep-13		
		SDID17	Law enforcement in respect of illegal buildings	No. of legal notices	None	0	0	12	3	3	3	3
		SDID18	Legal team to address legal implications	Date of appointment	None	0	0	30-Jun-14				30-Jun-14
		SDID19	Develop Integrated Waste Management Plan	Date adopted	None	1	0	30-Jun-14				30-Jun-14
		SDID20	Develop Waste Management By-laws	Date adopted	1	0	0	30-Jun-14				30-Jun-14
		SDID21	Develop a landfill site	Date	1	1	1	30-Jun-14				30-Jun-14
		SDID22	No. of households with access to refuse removal at least once a week	% complete	200	200	None	200	50	50	50	50
		SDID23	Construction of Testing Station	% complete	1	0	1	100%	25%	50%	75%	100%
		SDID24	Construction of Bergville Market Stalls	% complete	None	0	0	100%	25%	50%	75%	100%
		SDID25	Construction of Sidewalks	% complete	0	0	0	100%	25%	50%	75%	100%
		SDID26	Beautification of Town Entrance	% complete	0	0	0	100%	25%	50%	75%	100%
		SDID27	No. of registered landfill/ waste disposal sites	Number	1	0	1	1				1
		SDID28	% of households earning less than R1100 per month with access to free basic service	% complete	100%	None	None	20%	5%	5%	5%	5%
		SDID29	% of a municipality capital budget actual spent on capital projects	Percentage	0	0	0	100%	25%	50%	75%	100%
	Provision of Basic Infrastructure	SDID30	Maswazini Gravel Road (Ward 01)	Rand Value	0	0	0	R 4 000 000.00	R 1 000 000.00	R 1 000 000.00	R 1 000 000.00	R 1 000 000.00
				Number of Km	0	0	0	4km	1km	1km	1km	1km

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
	using MIG allocations	SDID31	Nkomfeni Gravel Road - Rehab (ward 10)	Rand Value	0	0	0	R 1 900 000.00	R 200 000.00	R 300 000.00	R 500 000.00	R 900 000.00
				Number of Km	0	0	0	1.5km	0.2km	0.5km	0.3km	0.5km
		SDID32	Reserve B - Vehicle Bridge Rehab (Ward 08)	Rand Value	0	0	0	R 1 200 000.00	R 200 001.00	R 200 002.00	R 200 003.00	R 200 004.00
				% complete	0	0	0	100%				100%
		SDID33	Ngubhela - Vehicles Bridge Rehab (Ward 09)	Rand Value	0	0	0	R 1 200 000.00	R 200 001.00	R 200 002.00	R 200 003.00	R 200 004.00
				Number of Km	0	0	0	100%				100%
		SDID34	Nkwazini Gravel Link Road	Rand Value	0	0	0	R 3 000 000.00	R 300 000.00	R 200 000.00	R 500 000.00	R 200 000.00
				Number of Km	0	0	0	2.2km	0.5km	0.5km	0.5km	1km
		SDID35	Winterton Taxi Rank	Rand Value	0	0	0	R 4 000 000.00	R 1 000 000.00	R 1 000 000.00	R 1 000 000.00	R 1 000 000.00
				Completed Structure (Yes/ No)	0	0	0	Yes				Yes
		SDID36	Emhlabozini Community Hall & Creche Facility (Ward 12)	Rand Value	0	0	0	R 1 900 000.00	R 200 000.00	R 300 000.00	R 400 000.00	R 1 000 000.00
				Completed Structure (Yes/ No)	0	0	0	Yes				Yes
		SDID37	Nokopela Comm. Hall & Creche Facility (Ward 12)	Rand Value	0	0	0	R 1 900 000.00	R 200 000.00	R 300 000.00	R 400 000.00	R 1 000 000.00
				Completed Structure (Yes/ No)	0	0	0	Yes				Yes
		SDID38	Nsukangihlale Community Hall & Creche Facility (Ward 12)	Rand Value	0	0	0	R 1 900 000.00	R 200 000.00	R 300 000.00	R 400 000.00	R 1 000 000.00
				Completed Structure (Yes/ No)	0	0	0	Yes				Yes

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
Local Economic and Social Development	To respond to social development issues and create a climate conducive for local economic development.	LESD01	Review and revive old Co-ops and SMMEs	Number	None	None	None	28	7	7	7	7
		LESD02	Develop M&E plan for all Co-ops and SMMEs	Date adopted	None	None	None	30-Jun-14				30-Jun-14
		LESD03	Number of established municipal Co-ops	Number of Trainings	None	None	None	6	6			
		LESD04	Establishment of business support centre	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD05	Training of co-operatives	Number of trainings	None	None	None	4	1	1	1	1
		LESD06	Develop a Local Economic Development Plan	Date adopted	None	None	None	30-Jun-14				30-Jun-14
		LESD07	Development of a Tourism Strategy	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD08	Development of an Agricultural Strategy	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD09	Promote access to market eg Develop Fresh Produce Market	Date of completion of study	None	None	None	30-Sep-13	30-Sep-13			
				Completed Structure (Yes/ No)				Yes				Yes
		LESD10	Develop database of skilled labour (use War rooms to assist)	Number of updates to database	None	None	None	30-Jun-14				30-Jun-14
		LESD11	Promotion of local tourism through music festivals	Date	None	None	None	30-Dec-13	30-Dec-13			
		LESD12	Develop brochure, DVDs and maps to market tourism	Date adopted	None	None	None	30-Jun-14				30-Jun-14
		LESD13	Designate areas for informal traders.	Yes/ No	None	None	None	Yes				Yes

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
		LESD14	Establishment of a Winterton Craft Hub	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD15	Enforce informal traders policy/ by-laws.	Number of operations	None	None	None	4	1	1	1	1
		LESD16	Employ law enforcement officials	Number of appointments	None	None	None	8				8
		LESD17	Update database of informal traders	Number of updates to database	None	None	None	4	1	1	1	1
		LESD18	Maintenance of existing satellite library	Date	None	None	None	Yes				Yes
		LESD19	Upgrading of existing libraries	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD20	Renovation of the Tabhane Thusong centre.	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD21	Review Disaster Management Plan.	Date adopted	None	None	None	30-Jun-14				30-Jun-14
		LESD22	Construction of the Disaster Management Centre.	Rand Value	None	None	None	R 2 000 000.00				R 2 000 000.00
				Completed Structure (Yes/ No)				Yes				Yes
		LESD23	Establishment of a local disaster co-ordination forum.	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD24	Employment of staff and develop organogram for the disaster management unit.	Date of adoption of organogram	None	None	None	30-Sep-13	30-Sep-13			
				Date of appointments	None	None	None	30-Jun-14				30-Jun-14
		LESD25	Purchasing of 3 vehicles to assist with disasters.	Date	None	None	None	30-Sep-13	30-Sep-13			
				No. of vehicles				3	3			

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
		LESD26	Establishment of 24 hours emergency centre	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD27	Speed timing machine	Rand Value	None	None	None	R 300 000.00				R 300 000.00
				Date				30-Jun-14				30-Jun-14
		LESD28	Construction of a Drivers Testing centre	Rand Value	None	None	None	R 2 000 000.00				R 2 000 000.00
				Completed Structure (Yes/ No)				Yes				Yes
		LESD29	Number plate recognition technology.	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD30	Implement Rank Permit Enforcement	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD31	Purchasing of 14 seater kombis to assist sector departments.	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD32	Conduct outreach programmes through Thusong	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD33	Driving the Operation Sukuma Sakhe Activities.	Date	None	None	None	30-Jun-14				30-Jun-14
		LESD34	Number employed through CWP	Number	None	None	None	1000				1000
		LESD35	Number of work opportunities created through LED development initiatives including capital projects (EPWP)	Number	None	None	None	200				200
Good Governance and Public Participation	To enhance and implement systems and procedures towards	GGPP01	Development of a communication strategy	Date adopted	None	None	None	Dec-13	Dec-13			
		GGPP02	Monitoring of the Complaints Register	Number	None	None	None	12	3	3	3	3

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
	accountable local governance.	GGPP03	Upgrading of municipal branding (reception banners containing municipal vision, mission and co-values).	Date	None	None	None	Dec-13	Dec-13			
		GGPP04	Development of an IT security policy	Date adopted	None	None	None	30-Jun-14				30-Jun-14
		GGPP05	Frequency seating of portfolio committees (there be standing items on different portfolio committee Agendas).	Number	None	None	None	12	3	3	3	3
		GGPP06	Councillor oversight role trainings be conducted.	Date	None	None	None	Dec-13	Dec-13			
		GGPP07	Advance training in computer skills (both staff and Councillors)	Date	None	None	None	Mar-14			Mar-14	
				Rand Value	None	None	None	R 500 000.00				R 500 000.00
		GGPP08	Implementation of Section 81 of the Municipal Structures Act (Participation of Traditional Leadership in the municipal Council)	Date	None	None	None	Jun-14				Jun-14
		GGPP09	Number of ward committees management meetings held and percentage attendance by members	Number of wards	None	None	None	56	14	14	14	14
				Number of meetings per ward				4	1	1	1	1
				% of attendance of members per ward				90%	90%	90%	90%	90%

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
		GGPP10	Number of community meetings organised by the ward committee and percentage attendance by ward community	Number of wards	None	None	None	56	14	14	14	14
				Number of meetings per ward				4	1	1	1	1
				% of attendance of members per ward				90%	90%	90%	90%	90%
		GGPP11	Submission and tabling of ward reports and plans to the council covering need and priorities for the ward, for the wards	Number of reports per ward	None	None	None	4	1	1	1	1
		GGPP12	Distributed publication over a period of time	Number of Communication (information brochure, flyers, newsletters,e-mails,sms and others)	None	None	None	4	1	1	1	1
		GGPP13	Management and updating of ward profiles and database of indigent household	Date last updated	None	None	None	30-Sep-13	30-Sep-13			
		GGPP14	Participation in IGR Structures e.g. Mayoral committee	Number of meetings	None	None	None	4	1	1	1	1
Financial Viability and Financial Management	To effectively manage municipal financial	FVFM01	Impose tourism levies	Rand Value	None	None	None	R 3 557 677.00	R 889 419.25	R 889 419.25	R 889 419.25	R 889 419.25
		FVFM02	Driver's testing centre	Rand Value	None	None	None	R 2 370 489.79	R 592 622.45	R 592 622.45	R 592 622.45	R 592 622.45

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
	resources in a sustainable and accountable manner.	FVFM03	Review by laws and impose fines on the reviewed by laws	Date adopted	None	None	None	Jul-13	Jul-13			
		FVFM04	Impose rental fees on municipal facilities, plant and equipment.	Date	None	None	None	Sep-13	Sep-13			
		FVFM05	Review tariffs policy	Date adopted	None	None	None	May-14				May-14
		FVFM06	Review lease agreements	Date adopted	None	None	None	Jul-13	Jul-13			
		FVFM07	Review the existing financial systems	Date	None	None	None	Jul-13	Jul-13			
		FVFM08	Train and capacitate employees on reporting	Number	None	None	None	2			1	1
		FVFM09	Produce monthly financial statements	Number of Reports	None	None	None	12	3	3	3	3
		FVFM10	Replace the existing financial system	Rand Value	None	None	None	R 800 000.00	R 800 000.00			
				Date				Jul-13	Jul-13			
		FVFM11	Train staff adequately	Rand Value	None	None	None	R 400 000.00	R 100 000.00	R 100 000.00	R 100 000.00	R 100 000.00
		FVFM12	Data cleansing	Date	None	None	None	30-Jun-14				30-Jun-14
		FVFM13	Appointment a qualified credit controller	Date of appointment	None	None	None	Jan-14			Jan-14	
		FVFM14	Dedicated employee to focus on customer care	Date of appointment	None	None	None	Jan-14			Jan-14	
		FVFM15	Legal intervention for outstanding debt	Date	None	None	None	Sep-13	Sep-13			
		FVFM16	Proper SCM structure/unit	Date of adoption of revised structure	None	None	None	Jan-14			Jan-14	
		FVFM17	Development and monitoring of the procurement plan	Number	None	None	None	4	1	1	1	1

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
		FVFM18	Maintain and update SCM contract register	Number	None	None	None	12	3	3	3	3
		FVFM19	Adequate SCM supplier data base	Number	None	None	None	4	1	1	1	1
		FVFM20	Asset management: Reduce reliance on service providers by ensuring that skills transfer is part the key deliverables for the service providers.	Number	None	None	None	4	1	1	1	1
		FVFM21	Regular awareness campaigns in all departments in order to make sure that all employees understand that they are responsible for assets assigned to them.	Number	None	None	None	4	1	1	1	1
		FVFM22	Proper asset management unit	Number of appointments	None	None	None	5			5	
		FVFM23	Proper training on asset management	Training dates	None	None	None	Jul-13	Jul-13			
		FVFM24	Achieving Operation Clean Audit by conduct awareness in order to improve corporation from all departments	% Compliance	None	None	None	100%	25%	25%	25%	25%
		FVFM25	Improve the procurement process to attain 100% CAPEX	Percentage	None	None	None	100%	25%	25%	25%	25%
		FVFM26	Improve project management	No of closed out projects	None	None	None	100%	25%	25%	25%	25%
		FVFM27	Established Municipal Public Accounts Committee	Yes/No	None	None	None	Yes				Yes
		FVFM28	Established internal audit	Yes/No	None	None	None	Yes				Yes
		FVFM29	Established audit committee	Yes/No	None	None	None	Yes				Yes
		FVFM30	Fraud prevention plan in place and implemented	Yes/No	None	None	None	Yes				Yes

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
		FVFM31	Current debt more than 50% of revenue	Percentage of current debtors- 30 days outstanding	None	None	None	80%	20%	20%	20%	20%
		FVFM32	Percentage spent on Operational Budget (OPEX) on repairs and maintenance of infrastructure	Percentage	None	None	None	76%	19%	19%	19%	19%
		FVFM33	Percentage of a municipality's capital budget actually spent on capital projects identified in the IDP	Percentage: total spending on capital projects divided by total capital budget x 100	None	None	None	100%	25%	25%	25%	25%
		FVFM34	Financial viability in terms of debt coverage	Ratio: Total operating revenue received minus operation grants divided by debts service payments (i.e. interests plus redemption)	100%	0	100%	18: 1	2	3	None	None
		FVFM35	Financial viability in terms of outstanding service debtors to revenue	Ratio: Outstanding service debtors divided by annual revenue actual received for services	100%	0	100%	10: 1	2	1	None	None

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE/ OUTPUT	IDP INDICATOR NUMBER	MEASURABLE OBJECTIVE	INDICATOR/ UNIT OF MEASURE	DEMAND	BASELINE	BACKLOG	2013-2014				
								ANNUAL	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
								TARGET	TARGET	TARGET	TARGET	TARGET
Spatial Planning and Environment	To create functional systems and procedures to attain effective land use and sustainable environmental management.	SPE01	Identify strategically located land for the development of a Landfill Site.	Date	None	None	None	Oct-13		Oct-13		
		SPE02	Land Audit	Date	None	None	None	Jun-14				Jun-14
		SPE03	Identify strategically located land for the development of cemeteries.	Date	None	None	None	Oct-13		Oct-13		
		SPE04	Development of Wall-to-Wall Scheme	Date of submission of Draft Document	None	None	None	Jun-14				Jun-14
		SPE05	Identify strategically located land for future development e.g. housing and town expansion	Date	None	None	None	Jun-14				Jun-14
		SPE06	Review the municipal Spatial Development Framework and the inclusion of a develop a Strategic Environmental Assessment (SEA)	Date adopted	None	None	None	Jun-14				Jun-14
		SPE07	Obtain records for previous development by the Town Planning Commission to develop municipal records for previous development approval	Date adopted	None	None	None	Jun-14				Jun-14

8 ANNEXURES

8.1 SECTOR PLANS

NO	SECTOR PLAN	COMPLETED? (Y/N)
1	Detailed Spatial Development Framework	Under Review
2	Detailed Disaster Management Plan	Under review
3	Land Use Management Framework	Under Review
4	Water Services Development Plan	Refer to uThukela District Municipality
5	Housing Plan	Under Review
6	Local Economic Development Plan /Strategy	Under Review
7	PMS Framework	Adopted
8	IDP Process Plan	Draft in place
9	HR Policy (Workplace Skills Plan /Employment Equity Plan)	Adopted
10	Staff Selection & Recruitment Policy	Adopted
11	Retention Strategy	Review
12	Succession Plan	Review
13	SDBIP	Adopted
14	Municipal Infrastructure Investment Plan	To be compiled during the next financial year
15	Anti- Fraud & Corruption Policy	Adopted
16	BEE Policy	
17	Indigent Support Policy	Adopted
18	Supply Chain Management Policy	Adopted
19	Staff /Ward Committees Cell Phone Policy	Under Review
20	Asset Management Policy	Adopted
21	Investment Policy	Adopted
22	Budgeting Policy	Adopted
23	Integrated Waste Management Plan	Under Review

ANNEXURE A: GOVERNMENT AND PUBLIC SECTOR PARTICIPATION, AND COMMUNITY INVOLVEMENT REPORT

ANNEXURE B: SPATIAL DEVELOPMENT FRAMEWORK (SDF)

ANNEXURE C: DISASTER MANAGEMENT PLAN

ANNEXURE D: AG COMMENTS ON LATEST AUDIT FINANCIAL STATEMENTS & RESPONSES THERETO

ANNEXURE E: INTEGRATED ENVIRONMENTAL PLAN FOR UTHUKELA DISTRICT MUNICIPALITY

ANNEXURE F: SCORECARD